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gfiles

INSIDE THE GOVERNMENT

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Air Chief Marshal
PRADEEP VASANT NAIK

'WE ARE BEEFING UP OUR EASTERN SECTOR'

R.N.I. NO: DELENG/2007/19719

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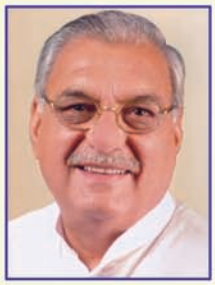
Haryana

Towards Quality Health Care For All

Comprehensive Surgery Package Introduced In District Hospitals Of the State

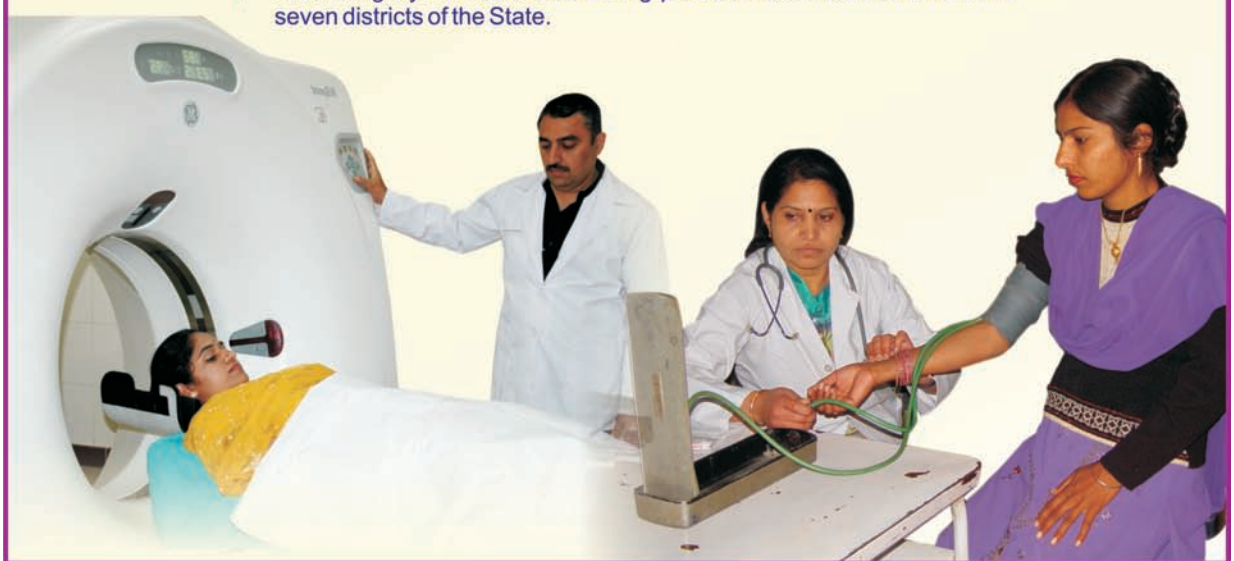


Bhupinder Singh Hooda
Chief Minister, Haryana

- A new Surgery Package Programme is being implemented to provide cost-effective, hassle-free and affordable surgeries to patients in district hospitals of Haryana.
- Families living below-poverty-line and residents of urban slums notified by the Department of Urban Local Bodies are entitled to free surgeries under this scheme.
- Now, the patients opting for being operated in Government Civil Hospitals of Haryana will be given surgery packages on the pattern of private hospitals.
- The price in this surgery package would be quite nominal as compared to the private hospitals.
- Once the amount for surgery is charged from the patient, the entire responsibility of providing medicines and medical equipments to patients would be that of the hospital administration.

Free Medicines For All

- Free medicines are provided to pregnant women in case they require to undergo operation at the time of delivery.
- Free test and treatment facilities are being provided to all TB patients under TB Control Programme.
- Multi Drug System cases are being provide medicines free of cost in seven districts of the State.



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INSIDE THE GOVERNMENT

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INTERNATIONAL airshows and related military jamborees are not just bread-and-circus routines. Behind the glamour and dazzle of skydiving supersonic airplanes and the trundling tracks of scary-looking armoured vehicles lie stories of geopolitical gamesmanship, defence preparedness and military affairs.

That is why the Aero India exhibition, a regular feature in which international players compete for more space under India's defence firmament, is a useful peg on which to hang stories about the international arms trade, advancing technology, procurement procedures, and changing international relations. By simply looking at the participants and analysing the capabilities of weapons systems on display, forecasters can fathom trends, directions and altered realities and perceptions.

The eighth Aero India exhibition in Bengaluru provides a scintillating backdrop for a serious study of India's standing in the world national security scenario as well as its own needs and capabilities. For starters, the expo will see countries like the US, UK, Germany, France, Israel, Sweden, and Russia – to name a few – pulling out all stops to compete for India's bucks for their bangs. These nations will display the latest technology because in today's India money is no longer a constraint and stepped-up defence production will help pull these countries out of the prolonged recession.

The recent Defence Procurement Procedure (DPP) 2011 and the first-ever Defence Production Policy now provide a brand-new level playing field for the Indian private sector. These changes could be of seminal importance in ensuring that the ever-growing requirements of the armed forces are not left at the monopolistic mercy of the Public Sector Undertakings, which have failed to bridge the gap between the demand and supply of modern technology.

India is emerging as one of the largest and fastest growing defence production and procurement markets. The government has awoken to the need for streamlining procedures, removing antediluvian weaponry, reaching out for the best technology and taking full advantage of the US' decision to remove some frontline defence laboratories of the Defence Research and Development Organization (DRDO) from its dual-use technology list.

This was a major outcome of President Barack Obama's visit to Delhi in November 2010. These foreign plenipotentiaries have been visiting in droves – France's Sarkozy and Russia's Medvedev came too – not just for the pleasure of shaking Prime Minister Manmohan Singh's hand, but to ink major defence deals with a concomitant high-tech transfer.

As our lead article on this subject notes, India expects to procure more than $30 billion worth of state-of-the-art weapons and related equipment in the next five years. This is nowhere near China's humongous procurement budget but it is not peanuts either. All in all, notwithstanding the sharp criticism by some of the *gfiles* analysts of policies, procedures and blunders, the scenario is not as bleak as before. As veteran analyst Air Commodore Jasjit Singh cautions: "More robust decisionmaking to fill the void of depleted force levels would enormously help to avoid the fighting people having to bear the cost of errors of the planning people."

INDERJIT BADHWAR

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a pilot with a history of accidents, a persona non grata dgp, brave bhave is booted out, and the greed of very senior babus

Cover photo: COURTESY OF AIR HQ

Kingdom of corruption

Every Indian should hang his / her head in shame that India stands exposed as a nation of scams again and again. Thanks to the IT tribunal which has declared that tax is payable on commissions paid in the Bofors deal 25 years ago, whereas the former PM had told Parliament no commission was paid and the CBI had closed the case! Where is our "Zero Tolerance for Corruption"? On the contrary, it has come to a stage that we can tolerate any number of zeros to the right of a number, when it comes to corruption! After all, India created the zero and it is now being claimed in abundance by our politicians and middlemen. Do we at all have an answer for this growing cancer of society?
Kris Dev, via email

Does the Congress have a "glorious" past except in your imagination? I say, good riddance to bad rubbish!
Shreedhana, via email

Good to learn that our IT Secretary, Rentala Chandrasekhar, holds a degree in computers. But visit the website of the IT Ministry and one sees the ways of babus to ensure that no feedback/communication can be sent to anyone in the Ministry though there is provision on the website for it. After typing out the message/suggestions/complaints, the sender will be dismayed to find that the message is not sent across.
Anil Maheshwari, via email

If you really wish to know the real facts about Indian Airlines and Air India, go to the staff in New Delhi. The unions and management have created such an atmosphere that the staff is dying. They want to work but no work is there for them as all work is given to contractors. This is nothing new, this is the system in our nation – to trade favours by giving and taking.

According to Swiss radio, you can buy anything in India. The fact that Zaidi's son works for a private airlines is nothing. There are many big fish but they can't be caught. The Ministry of Civil Aviation is owned by these fish and they are going to gobble the small staff in the future. The merger of Indian and Air India is the prime example. Nobody is happy in the airlines.
Rajender Pundir, via email

The current issue of gfiles (January 2011) is excellent. I shall be sending you an article or two.
Kishore Dudani, IFS(Retd)

NR Narayana Murthy's comments are very relevant. The present civil servants function like rulers or *nawabiyat*. They should be painstakingly kept accountable as in the case of business house CEOs and their payouts. More than 90 per cent of civil services officers have become corrupt, irresponsible and are absorbed in their own vested interests. They must be given tasks to accomplish targets and their pay and promotion must be linked to them. Say, one has to bring about the upliftment of the BPL families in a time period of five years at the most otherwise they should be without fail expelled/sacked from the civil post and cadre with no explanation, no inquiry or any reason give.

Because fear is the only factor that plays a vital role among this community. The power vested in them should also be curtailed and should be very, very specific to their actual salary format. No facilities are to be provided at their residence, eg servants, office car, power, furniture and fixtures, free communication etc. If any added facilities are given to them, it should also be strictly made a part of the salary.
Hriday Joshi, via email

HARYANA Towards new horizon !!!

Haryana has emerged as the front runner State of the country in the area of all round development. The priorities of the State Government are ensuring sound infrastructure coupled with a vibrating social sector. We are committed to make Haryana an educational hub, create more avenues of employment by accelerating industrialisation, besides stepping up agricultural production. Adequate and improved health facilities for all will be our top concern. We will also focus on uniform development of the State.

Bhupinder Singh Hooda
Chief Minister, Haryana

Salient Features:

The State Government has constituted a State Farmers' Commission for taking up the concerns of the farmers and finding solutions to their problems.

Year 2010 is being celebrated as 'Energy Year'. A Nuclear Power Plant of 2800 MW would be set up in Fatehabad. The State Government is striving to ensure that Haryana becomes self-sufficient in the matter of power generation by the year 2012-13.

Rajiv Gandhi Education City is being set up in Kundli in district Sonepat and 25 percent of the seats would be reserved for domiciles of Haryana. A reservation of 30 percent has been made for girls in Industrial Training Institutions.

With a view to control the excess tapping of underground water and to ensure participation of each category, Haryana Government is going to launch Underground Water Development Regulation and Control Bill soon.

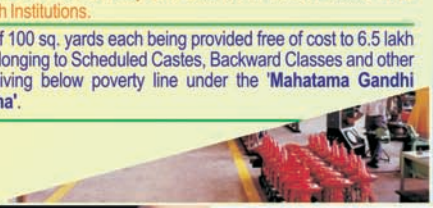
Indira Bal Swasthya Yojna implemented to improve the health of all students by providing preventive and curative healthcare.

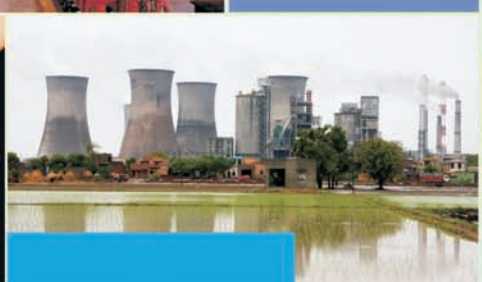
Social, economic and educational development of women top priority of the State Government.

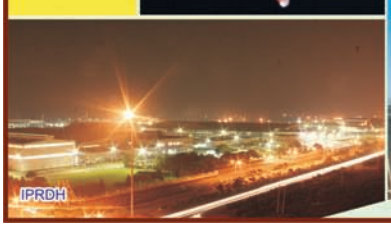
'Shagun' grant money being provided to families belonging to Scheduled Castes living below the poverty line for the marriage of their daughters and to widows belonging to all sections of society for their own re-marriage as well as for the marriage of their daughters increased from Rs. 15,000 to Rs. 31,000.

Free medicines being provided to all patients including outdoor and casualty patients, ante-natal services, delivery and caesarean-section cases in all Government Health Institutions.

Residential plots of 100 sq. yards each being provided free of cost to 6.5 lakh eligible families belonging to Scheduled Castes, Backward Classes and other weaker sections living below poverty line under the **'Mahatama Gandhi Gramin Basti Yojna'**.







HARYANA... in the forefront ...

IPRDH

Obama (left) and Sarkozy with Manmohan Singh: wooing the burgeoning Indian defence bazaar

REACHING FOR THE S

This year's show will be a big-ticket affair with top foreign powers offering the big ge

by **KALYANI DATTA**

INDIA has emerged as one of the biggest purchasers of weapon platforms and global armament manufacturing giants want to tap the growing market here. The eighth Aero India exhibition in Bengaluru will see the who's who of defence manufacturing showcasing their merchandise in order to grab a share of the pie.

India expects to procure more than $30 billion worth of state-of-the-art weapons and related equipment in the next five years. Sensing a lucrative market, the global giants have opened branch offices in India and the Aero India exposition, held every two years, gives them an excellent opportunity to display machines ranging from supersonic fighter jets, helicopters, avionics, network-centric equipment and radars.

More than 45 aircraft will be on static display during the exhibition. This year's event will see the aerospace industry going all out to woo India as it needs nearly 200 light helicopters for the IAF and army, attack helicopters for the IAF, and cutting edge technology in communications and radar surveillance. These deals are worth over $10 billion and the aviation industry does not want to let go of such an opportunity. In fact, political heads of the US, France and UK have openly advocated the cause of their countries' industries.

These countries are emerging from the economic recession. A big-ticket deal, be it fighter jets or helicopters, will create jobs in the technology-intensive field and revive the fortunes of the aviation industry which is capital-intensive.

An example of the intense competition to have a presence in India is the Rs 45,000-crore proposed deal for 127 medium multi-role combat aircraft (MMRCA) for the IAF. Six contenders, including the F-16 and F-18 (US), Gripen (Sweden), Rafale (France), MiG-35 (Russia) and Eurofighter (UK) are in the race. The IAF completed technical evaluation of all the machines and submitted its report to the Defence Ministry in October 2010. The Ministry is now analysing the report before calling for the commercial bids. The world aviation industry is keenly waiting as getting the contract will propel the economy of that particular country in a big way.

The newly announced Defence Procurement Procedure 2011 and the first-ever Defence Production Policy provided a level playing field for the Indian private sector. Earlier, the public sector undertakings (PSUs) were preferred but Defence Minister AK Antony, while releasing the policies, said the PSUs were not able to meet the ever-growing require-

The proposed Rs 45,000-crore deal for 127 medium multi-role combat aircraft (MMRCA) for the IAF has brought six major competitors.

PHOTOS: PIB

Antony with service chiefs: rapid expansion on all fronts

SKY

ig gest bang for the Indian buck

ments of the armed forces. The foreign companies, who are allowed only 26% through the Foreign Direct Investment (FDI), are keen to tie up with Indian private players. These policies lay down the ground rules for such tie-ups.

Moreover, Antony warned the PSUs that the government will no longer hold their hands and they will have to compete hard for contracts. There will be 100% competition in building warships for the Indian Navy and the Indian private sector stands a good chance of bagging contracts running into billions of dollars.

Also, the government wants the Indian defence industrial base to expand at a rapid pace and induction of technology through foreign tie-ups by the private and public sector will hasten this process.

Admittedly, the Indian defence industry has a long way to go to emerge as a true world leader in the field of aerospace. The government realizes that, in order to rank among the elite group of advanced countries, it has to have a robust and successful aerospace industry.

India expects to procure more than $30 billion worth of state-of-the-art weapons and related equipment in the next five years.

The Indian private sector is keen to come up to world standards and the two policies, coupled with the off set clause, will enable it to acquire sophisticated technology. Some of the bidders in the MMRCA acquisition have offered to set up manufacturing plants in India in collaboration with Indian partners and provide state of the art technology and avionics.

Avionics is one of the main components of a supersonic fighter jet and India has the engineers and scientists to deliver the goods. A bustling industrial base at home will give them the chance to design and manufacture avionics and provide it to the armed forces and export to friendly countries.

Public sector aviation giant Hindustan Aeronautics Limited (HAL) is also getting its act together to absorb frontline technology to manufacture aircraft. It has a head-start over all other players in the country but cannot take its number one position for granted for long. The liberalized defence production policy gives the Indian private sector equal opportunity to grow and the coming years will see the private players aggressively vying for defence contracts.

This augurs well for the Indian industry as a whole as defence manufacturing requires large amounts of capital besides sophisticated technology. India will surely now get this technology, which was earlier denied by the advanced countries after the 1999 nuclear tests.

THE US has set the ball rolling by agreeing to take off some frontline defence laboratories of the Defence Research and Development Organisation (DRDO) from its dual-use technology list. It was a major achievement by Prime Minister Manmohan Singh during his talks with President Barack Obama in New Delhi in November 2010. The coming months will see the laboratories getting access to critical technology, allowing Indian industry to later acquire world-class knowhow for manufacturing weapon systems.

Similarly, the Indian Space Research Organization (ISRO), which is rated as one of the best institutions of its kind in the world, is one of the drivers of India's dream of emerging as an aerospace giant. Many countries, including France, already have strong technological ties with ISRO.

Given this background, Aero India will see countries like the US, UK, Germany, France, Israel, Sweden and Russia pulling out all stops to display the latest technology as they know India now wants knowhow and money is not a constraint. Analysts point out that the tables are turned and the financial health of many nations now depends on India.

The civil aviation sector is another booming industry in India and the past 10 years have seen an exponential growth with private players entering in a big way. To cater to the growing demand, these companies have placed orders for

HAL is getting ready to absorb frontline technology, while ISRO is driving India's dream of emerging as an aerospace giant.

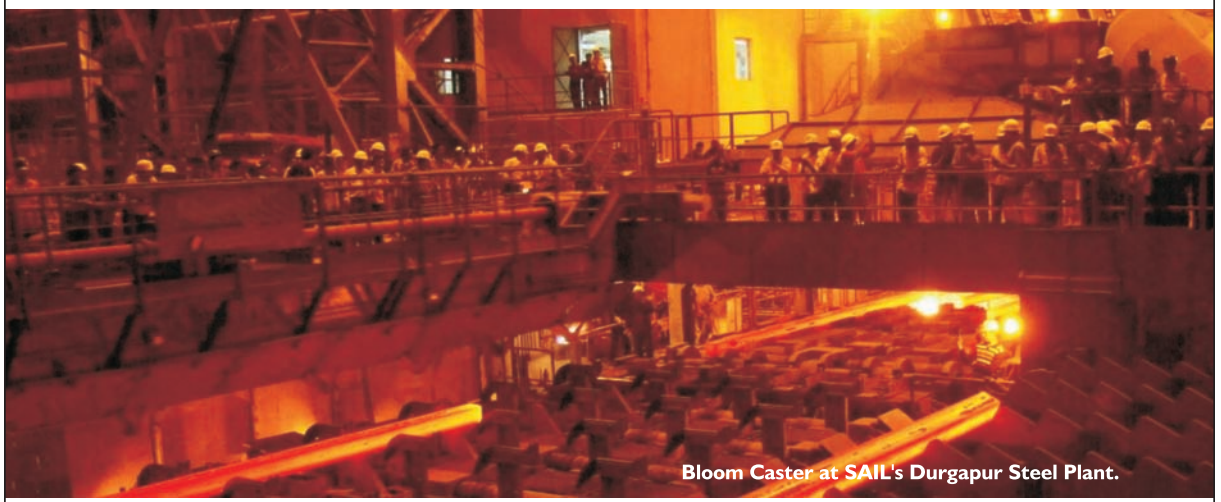
commercial planes and France and the US have emerged as the main competitors.

Manufacturers specializing in commercial planes will also make their presence felt at Aero India. It will be interesting to see their efforts as the new polices announced by Antony allows these companies to enter the arena of civil aviation through the offset policy. It permits them to invest in fixed wing and rotary wing aircraft, engine manufacturing and allied activities related to the defence industry.

The past decade has also seen a major shift in India's defence procurement policy as it has consciously shifted from a buyer-seller relationship. Realizing that it can dictate terms to the vendor, given its purchasing power, New Delhi now insists on joint design, development and manufacturing of defence platforms while inking mega deals. It also insists on transfer of technology and sharing of knowhow, keeping in mind the needs of the local industry. g

SAIL - A Maharatna Company

सेल SAIL



Bloom Caster at SAIL's Durgapur Steel Plant.

Steel Authority of India Ltd. (SAIL), owns and operates five integrated steel plants at Bhilai, Durgapur, Bokaro, Rourkela and Burnpur and three special steel plants at Salem, Durgapur and Bhadravati. SAIL also produces iron-ore. It has its own captive mines that fulfil its iron ore requirements. A subsidiary at Chandrapur produces ferro alloys. SAIL has recently been awarded the prestigious status of a *Maharatna* by the Government of India.

- All its production units are ISO 9001:2000 certified.
- Current annual production of crude steel is around 14 Million Tonnes (MT). Produced over 350 million tonnes of crude steel since its inception.
- SAIL's product basket comprises Flat products, Long products and Pipes, including branded products such as SAIL TMT, SAIL JYOTI GP/GC Sheets.
- Supplier to strategic sectors like defense, atomic energy, power, infrastructure, heavy machinery, oil & gas, railways, etc.
- Supplier of rails to the Indian Railways.
- Major production units are ISO:14001 certified.

SAIL STEEL - Catering to Diverse Segments

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COURTESY: AIR HQ

In a career spanning 40 years, Air Chief Marshal Pradeep Vasant Naik has flown a variety of combat and trainer aircraft. Commissioned into the Indian Air Force on June 21, 1969, he received initial training on the HT-2. He has flown the Vampire and the Hunter, and has had extensive operational experience on all variants of the MiG-21. A qualified flying instructor and a fighter combat leader from the Tactics and Air Combat Development Establishment (TACDE), he was among the first eight pilots to convert to the MiG-23 BN in the Soviet Union and was responsible for its induction into the IAF. Besides commanding a frontline fighter squadron, he has commanded an important fighter base and Air Force Station, Bidar. He has been Directing Staff at TACDE and the Defence Services Staff College.

The air chief has been the Senior Air Staff Officer at HQ, Western Air Command, the Air Officer Commanding-in-Chief of Central Air Command and the Vice Chief of Air Staff. He has also been Honorary ADC to the President of India. He is a recipient of the Param Vishisht Seva Medal and Vishisht Seva Medal. He is fond of cricket, golf, volleyball and Indian classical music.

interviewed by **TR Ramachandran & Anil Tyagi**

gfiles: *How do you assess the military threat from China, and what are your views regarding a two-front war?*

Air Chief Marshal Pradeep Vasant Naik: We are continuously monitoring and assessing all developments around us which impact our security. In addition, we have a Long Term Perspective Plan which caters for our threat perceptions and is driven by a modernization impetus from the government. There is a major thrust for infrastructure development in the East by the IAF which will be executed in the Eleventh and Twelfth Plan periods. Besides upgrading and operationalizing several airfields and ALGs in the Northeast, we are also strengthening our offensive and defensive capabilities in a planned manner. We are aware of the People's Liberation Army Air Force (PLAAF) drive in terms of technology and numbers. It is important to augment our assets along the Northeastern areas and we are beefing up this sector by positioning strategic assets and modernizing the airfield infrastructure.

India has never harboured any territorial aspirations and maintains its armed forces primarily to defend its border from external aggression. Today, we are a reckonable aerospace force, capable of thwarting any inimical designs. The IAF's strategic considerations are more focused on enhancing our own capabilities and we intend to retain the "capability edge". Our modernization plan is in sync with

'We are finally beefing up our eastern sector'

The IAF proposes to procure heavy lift helicopters and attack helicopters under "Buy Global" category. Field evaluation trials of helicopters are on.

this thought process.

gfiles: *What is the combat strength of the IAF and how many combat squadrons will there be by 2020?*

Air Chief Marshal PVN: The IAF operates about 35 squadrons of combat aircraft. Though the force level is marginally lower than the desired level, the IAF still has enough combat capability to neutralize any challenges to our national security. Our modernization plans are being pursued vigorously to provide the necessary fillip to the IAF's combat edge. Induction of additional fighter aircraft like the Su-30MKI, Light Combat Aircraft, Medium Multi-Role Combat Aircraft and Fifth Generation Fighter Aircraft are in the pipeline. In addition, the IAF is carrying out mid-life upgrade of the MiG-29, Jaguar and Mirage-2000 fleets to improve capabilities and operational effectiveness. The transformation process is progressing well and the IAF will continue to evolve as a modern, strategic aerospace power. We hope to attain the desired force levels by the middle of the next decade, considering that our procurement and upgrade plans progress as per schedule.

gfiles: *In case of a short and intense war, are you satisfied with mere coordination with the other two services or would you subscribe to the need for a unified command?*

Air Chief Marshal PVN: Our model of jointmanship has evolved over the years and has served us well in achieving inter-services synergy. The operations during the Kargil war are an appropriate example wherein all entities of the Indian Armed Forces coordinated efficiently to accomplish our objectives. Warfare has become too complex to be managed by a linear approach today. A combination of diverse core competencies may very often be required to attain flexibility in operations towards mission accomplishment. Plans barely survive the first shot in a war and the ability to respond to fast-changing situations is a prerequisite for victory. Joint planning, flexibility and seamless lateral coordination in handling tactical situations greatly enhance chances of success.

gfiles: *Please provide an update on the Air Defence Ground Environment System....*

Air Chief Marshal PVN: Low, medium and high-powered radars and various missile systems constitute the IAF's Air Defence Ground Environment System. Some sensors are to be phased out and replaced with newer generation radars. The IAF plans to induct Medium Power Radars (MPRs) to replace existing radars. Delivery is expected to start soon. The IAF is also inducting the indigenous Rohini radars. Additionally, Low Level Transportable Radars (LLTRs) are being procured to cover the gaps in air defence cover. We expect to induct the indigenous versions of MPRs and LLTRs by 2014-15. Some Low Level Light Weight Radars (LLLWRs) have been procured for deployment in hilly terrain. The IAF plans to procure additional Aerostat radars before the end of the Twelfth Plan. All these ground-based and airborne sensors like Aerostats will be complemented by AWACS and AEW&C aircraft. Networking of all the sensors is underway and will provide uninterrupted and integrated air situation picture at the command posts. Our SAGW capabilities are also being bolstered with the procurement of very short-range missiles as well as extended range surface to air missiles.

gfiles: *How is the IAF coordinating with ISRO? Is this being done directly or through the Integrated Defence Headquarters?*

Air Chief Marshal PVN: The IAF's main thrust is to leverage the existing space assets of the country to effectively supplement our requirements of surveillance, SAR, communication and meteorological applications. IAF requirements have increased manifold and we are in constant liaison with ISRO through our Space Directorate. Our aim is to achieve self-sufficiency in communication and surveillance capabilities. An Integrated Space Cell (ISC) is functional under HQ IDS and it coordinates the requirements of all the three services. A defence strategy aimed at exploiting existing space assets as well as identifying future space requirements is being formulated.

gfiles: *What is the update on the flight refuelling aircraft? Has the RFP been issued? If not, when will it be?*

Air Chief Marshal PVN: A Request For Proposal for acquisition of six additional flight refuelling aircraft was issued in September 2010. The proposal is being evaluated by the Technical Evaluation Committee.

gfiles: *And the update on helicopter acquisition until 2020 (both combat and lift)?*

Air Chief Marshal PVN: The IAF proposes to procure heavy lift helicopters and attack helicopters under the "Buy Global" category. Field evaluation trials of the helicopters are on and the contract is likely to be signed by next year. We are also procuring some light utility helicopters under both "Buy" and "Make" categories. By 2020, as part of the capability build-up plan, the IAF will have dedicated combat, medium and heavy lift helicopter capability in the North and Northeast sectors. The accretions will be adequate for any contingency.

The IAF plans to induct Medium Power Radars. Delivery is expected to start soon. The service is also inducting the indigenous Rohini radars.

gfiles: *What inputs has the IAF provided for the Fifth Generation Fighter Aircraft (FGFA), and when do you expect it to be operational?*

Air Chief Marshal PVN: The FGFA is being jointly developed by India and Russia to meet the operational requirements of both countries. It is a swing role fighter with very advanced avionics, stealth characteristics, enhanced lethality, 360-degree situational awareness, smart weapons, data links and high-end mission computers. The aircraft will also have super-cruise and long-range capabilities. All issues pertaining to the FGFA programme have been discussed and resolved with Russia. The agreement is in its final stages. We envisage induction of these aircraft by 2017.

gfiles: *The LCA has recently acquired FOC certification. What does this mean for the IAF, and will you place an order for 20 LCA MK-I?*

PHOTS: PIB

The IAF has progressively rationalized induction and exit of human resources so as to have sufficient personnel at any time to accomplish its tasks.

Air Chief Marshal PVN: The HAL-built Light Combat Aircraft will be a potent fighter aircraft with fourth generation technologies, once all issues are sorted out and all technologies are in place. It is a modern aircraft and it will replace our ageing fleet of fighter aircraft. The Final Operational Clearance (FOC) of the LCA is expected to be completed by December 2012. We expect the LCA to enter squadron service by mid-2011. The IAF has contracted for an additional 20 LCA MK-I and will be having 40 aircraft.

gfiles: *What about network centricity within the IAF and with the other two services?*

Air Chief Marshal PVN: The IAF is integrating all sensors and weapon systems through the Integrated Air Command and Control Systems (IACCS). The basic architecture for networking is in place and the system has already been operationalized in some sectors. The remaining sectors will also be brought within its ambit in the near future. The civilian radars as well as those from the sister services will be integrated once their own networks are operationalized. The Recognized Air Situation Picture (RASP), ie fused air picture of all military and civilian sensors across the country, will be available centrally at a designated command post to control air operations. The process of integrating the airborne platforms is progressing as per schedule. A similar situation exists as far as networking with other sensors is concerned. We need to integrate all platforms and sensors to achieve full operationalization.

gfiles: *When will the contract for Mirage-2000 upgrades be signed and what will it entail?*

Air Chief Marshal PVN: The Mirage-2000 aircraft were inducted in the IAF in 1985 and have had an unblemished operational record. The upgrade has been planned to incorporate advanced avionics and to bring the aircraft's weapons capability on a par with other advanced fighter aircraft of today. The initial upgrade will be undertaken by the OEM after which series production will be handled by HAL. The upgrade project includes NVG-compatible glass cockpit, advanced navigational systems, advanced IFF, and multi-mode multi-target radar, fully integrated EW suite and an advanced BVR missile. Indigenous weapons and nav-attack systems will also be integrated by HAL. The upgrade programme will enhance the combat potential of the Mirage-2000 for its residual life. We have successfully completed the contract negotiations and are in the process of ensuring requisite approvals before finalising the contract.

PIB

MiG-29s (left) with Sea Harrier in lead: neutralizing challenges

gfiles: *How many Su-30MKIs are to be acquired? When do you expect them to be armed with the BrahMos cruise missile?*

Air Chief Marshal PVN: The IAF is acquiring 270 Su-30MKIs to be delivered by 2018. Additionally, the upgrade of Su-30MKIs is to commence from 2012. The project envisages a Design & Development (D&D) phase (up to 2015-16) followed by series upgrade (commencing 2016) with advanced avionics and weaponry. The contract for integration of BrahMos is likely to be signed this year. The D&D phase of integration on two prototype aircraft will commence from 2012.

gfiles: *What role do you see for the IAF in anti-Naxalite operations?*

Air Chief Marshal PVN: The IAF is restricted to a support role in anti-Naxalite operations. Four Mi-17 IV helicopters of the IAF have been operating since December 2009 in coordination with the Ministry of Home Affairs. The operations range from troop reinforcement, casualty evacuation, air maintenance, surveillance and special tasks. The IAF will continue to perform this role and any additional roles, as required by the government.

gfiles: *What steps are being taken to upgrade the manpower profile of the IAF?*

Air Chief Marshal PVN: The IAF has progressively rationalized induction and exit of human resources so as to have sufficient personnel at any given time to accomplish all its assigned tasks. There is no compromise on the quality of human resources being inducted. Our training programmes are reviewed periodically to ascertain their relevance and usefulness. Appropriate changes are made. Our proactive publicity campaign has been attracting more youth to the IAF. We are now getting engineering graduates into our SSC Flying Branch Cadre which augurs well for a technologically intensive organization like the IAF. Procedures like fast track selection (campus placement), career fairs and awareness lectures have also been adopted.

gfiles: *What do you expect from Aero India 2011?*

Air Chief Marshal PVN: With Aero India 2011, we would like to send out a message to the air force fraternity and aerospace industry professionals worldwide that the IAF has come a long way from its humble beginnings. We are transforming into a potent strategic force in keeping with the nation's aspirations. The IAF vision addresses not only the physical security of India but the protection of our core values and enhanced national interests based on the country's growth profile and aspirations. In the coming decade, the IAF envisions itself as a modern, flexible and adaptable force with cutting-edge technologies. g

—inputs by Pravin Sawhney

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The way out of the adverse air balance is to acquire combat aircraft swiftly and make up for earlier mental blocks in South Block

MORE than two decades ago, China publicly acknowledged that the Indian Armed Forces were among the best in the world. There was a clear respect and even a touch of envy in those words because China's military was nowhere close to Indian military capability. China, the PLA and the Chinese Air Force had hardly recovered from the effects and after-effects of the Cultural Revolution. The links with the US military had started but became a victim of the Tiananmen tragedy in 1989. With that, China's hopes of modernization of its armed forces were also dashed. It sought closer ties with India and showed keenness to establish military-to-military relations. That was then. And that was the period when – though heavily criticized at home – the IAF's modernization reached its peak for the first and last time.

The modernization began its downslide two decades ago. The AOC-in-C, Western Air Command, the premier operational command, and others started to caution against the expected drop in force level if modernization was not restored. This author had strongly and frequently argued for re-opening the manufacturing line of the MiG-21 and upgrading it. About 125 aircraft were finally upgraded nearly a decade later. But there was no modernization and even when it was partially restored it would not keep the force level up to strength even though the Russians came to our rescue and extended the design life of the MiGs, providing a reprieve from force levels dropping in the 1990s. The LCA, which was to have replaced the MiG-21 by the end of the 1980s, was nowhere in sight and the first aircraft under the fancy title of Initial Operational Capability has been handed over to the IAF very recently. It will take at least another year before a squadron is established and even then one wonders how much of the weapons would have been integrated and cleared for operational use.

We are manufacturing the Su-30MKI at HAL, Nashik, but its output has been far less than the mandatory life-end retirement of frontline aircraft. The effect of all this and more has been an unplanned deleteriously rapid drop in the combat force level of the IAF. By publicly known data, the combat force level has shrunk by nearly 40% of the authorised levels.

I had frequently argued for re-opening the manufacturing line of the MiG-21 and upgrading it. About 125 aircraft were upgraded a decade later.

This would mean that, on the Pakistan front, the IAF will have less combat squadrons than the Pakistan Air Force even if it maintains a mere eight squadrons on the China front!

It is not as if we did not have the money or foreign exchange. Both were available and budgeted but nearly Rs 50,000 crore were surrendered unspent during BJP rule, probably because of the "Bofors Syndrome". This made a mockery of "India Shining" and the high economic growth

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atallions

On the Pakistan front, the IAF will have less combat squadrons than the PAF even if it maintains a mere eight squadrons on the China front!

rates. If the government had spent even a quarter of the sum returned to the exchequer, there would have been no shortfall in the combat force level today.

But the story does not end there. Defence Minister AK Antony informed Parliament last year that the IAF is short of 600 pilots. He said "pilots" and not officers, implying that the shortage is at the operational level. As it is, shortage in the higher ranks can actually be welcomed so that a larger number can be promoted against existing vacancies and not against hypothetical figures of "cadre reviews" which are not based on responsibility, authority and accountability. The actual number of pilots required will keep going up since the Su-30MKI, of which over 300 will be in service, require two pilots per aircraft. Also, the 250-300 Indo-Russian Fifth Generation Fighter is designed for two pilots per aircraft, not counting the non-effectiveness due to a number of reasons. These shortages have occurred not so much because there are not enough recruits, but because sufficient flying training establishments and aircraft have not been created over the decades. Even now, the primary trainer is no longer available to provide the foundations of a service pilot.

THIS provides a grim picture of the IAF and its combat capability. But there is another side to the picture – and that concerns the quality of training. The IAF's fighting capabilities are among the best of the leading air forces of the world. The culture of the Air Force is such that few can survive in flying assignments unless they are professionally very competent. At the same time, the best of them undergo one or both of the two courses – the Fighter Combat Leader course (FCL) at Tactics and Combat Development Establishment, and the Qualified Flying Instructor course at FIS (Flying Instructors School) which hone flying skills to higher levels of professional competence. In every war that India has fought, the IAF and its aircrew (fighter and transporter/helicopter) and ground crew – all now termed air warriors – have demonstrated exceptional professional ability and initiative.

In 1965, Pakistan launched surprise air attacks and managed to destroy a large number of IAF aircraft on the ground. The IAF was in the middle of reorganization and expansion, equipped largely with low technology and even semi-obsolete aircraft. It tackled the far superior PAF, then equipped with high technology aircraft and radars supplied by the US, rapidly pushing it on the defensive and literally out of the war in a few days. The PAF, a pretty professional air force with state-of-the-art weapons and aircraft, cried out for help and President Ayub Khan flew a secret mission to Beijing at night to seek assistance. And China obliged, even offering a couple of nuclear warheads! Overall, in the 23-day war, the PAF was losing three aircraft to one of the IAF in air warfare.

In 1971, the IAF hit back at the ambitious line-up of "Tikka Offensive", aimed to break through the Indian defences in the west. But while the Pakistani forces were assembling for the offensive, the IAF began knocking out Pakistani tanks. Pakistan was forced to abandon the offensive. Farther south, at Longewala, the IAF destroyed a regiment of tanks when a

PIB

IAF and German warriors: exchanging strategic notes

Pakistani Division tried a clandestine offensive into India. Many more examples can be cited, and the past gives us a degree of confidence for the future.

But a lot of water has flowed down the Ganga. The IAF's greatest handicap now would be the adverse airpower balance in the coming 10-15 years. This means that the current force will have to do more, especially if there is coordination in a potential conflict with China and/or Pakistan, or both. But the air exercises held with the air forces of various developed countries, especially the US, have consistently proved that the IAF can hold its own against the best in the world. Extensive studies are being undertaken in the West to understand how the IAF manages to achieve such dramatic results. (The MiG-21 taking a camera shot of the frontline USAF F-15 fighter after getting behind it in a mock air combat exercise is still the talk of the crew rooms and training establishments in the West, probably as much due to the skill of IAF pilots as to injured pride!) Consequently, more countries are seeking air exercises with the IAF to train their air forces.

Exercises held with the air forces of various developed countries have consistently proved that the IAF can hold its own against the best in the world.

Thus, the capability for air dominance is undeniable. The problem is the quantitative balance against the IAF. Even in the days of high technology aerospace warfare, Napoleon's dictum that God marches with the biggest battalions remains valid. More robust decisionmaking to fill the void of depleted force levels would enormously help to avoid the fighting people having to bear the cost of errors of the planning people. g

In a Nutshell

THE obvious solution to redress the adverse air power balance is to acquire combat aircraft on high priority and make up for the earlier lack of decisionmaking in South Block. The IAF has been waiting for an MMRCA since 2001. The RFP was issued only in 2007, a good three years after the decline in the force level began. The IAF's evaluation of all six aircraft in the run was complete last year and further action is now up to South Block. But there is a long process ahead. We will be fortunate if the first squadron is equipped by 2015 at the earliest and the total supplies of 126 aircraft are delivered in the following decade. By that time, most of the MiG-21s and some of the MiG-27s would have finished their design life.

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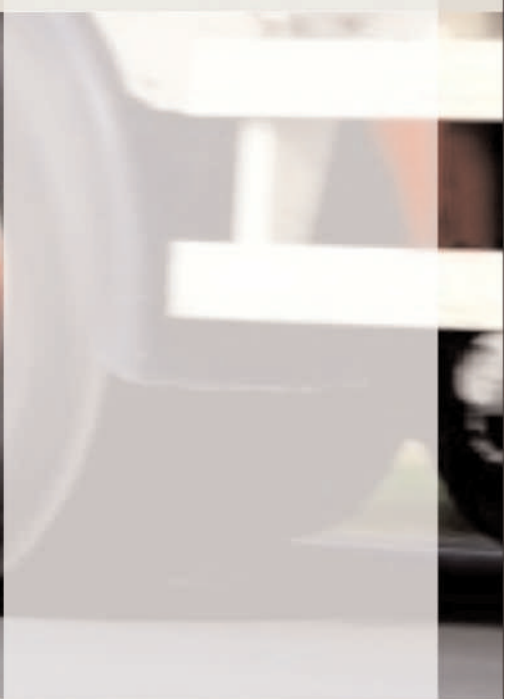

The main components of NHDP include: Golden Quadrilateral (GQ) Connecting Delhi, Kolkata, Chennai and Mumbai Length: 5,846 km

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In addition to the projects under NHDP, NHAI is also currently responsible for about 1,000 km of highways connecting major Ports and NH 8A, 24, 6, 45 and 27.

NATIONAL HIGHWAYS AUTHORITY OF INDIA

Lip Service

While the two neighbouring air forces modernize and upgrade, the IAF has been shrinking in size!

Pakistani airmen: benefitting from both US and China

IN the armed forces, dereliction of duty is an offence that could result in a court martial which in turn leads to dismissal in peacetime and a death sentence during war. Apparently, no such retribution is available in our democracy where ruling parties and coalitions can be apathetic and negligent about rising threats across our borders and get away by paying lip service to national security through clever rhetoric. India has an army that is desperate to modernize its artillery, a navy that needs ships and an air force whose combat capability is shrinking. Yet, proposals and needs stated by the armed forces mostly languish in a procedural maze concocted in the name of "transparency in defence deals".

I made a presentation in early 2001 to the then Defence Minister about the IAF requiring 126 combat aircraft to replace older fighters that were on the verge of being phased out. Today, 10 years later, the contenders are still contending and costs have skyrocketed. The selected fighter will become fully operational or fit for combat duties only after a considerable length of time, perhaps three or four years, as our technicians have to absorb its technology and maintenance aspects while our aircrews master its operational envelope. All this while older aircraft in the IAF's inventory will be junked for obsolescence and the spectre of a two-front conflict looms in the region. Both China and Pakistan are modernizing their militaries but India's military capability creation lacks focus and resource commitment.

The armed forces are equally at fault for not yet arriving at a joint approach to capability creation, with each service charting its own course with regard to modernization. This issue was supposed to be addressed by the establishment of an Integrated Defence Staff, under the Chief of Defence Staff (CDS), who would have been the single point adviser to the Government of India on military matters, especially threat evaluation and a long-term vision about capability creation. No CDS has been appointed so far, due to politicians' fear of too much power being vested in one individual and the infighting among the services themselves. The Ministry of Defence has promised to spend the equivalent of $100 billion in the next decade on modernization of the military but no roadmap has emerged as to how these resources will be utilized.

Pakistan and China have jointly produced the JF-17 Thunder which will become the mainstay of the PAF in coming years.

In sharp contrast, China has a clear and time-bound plan and there are obvious indications that implementation is on in full. It laid down a three-step developmental strategy *(see box)*. Its plan to "lay a solid foundation by 2010" appears to

Chinese pilots in front of J-10 fighters: formidable force

have been achieved, as demonstrated by the large-scale exercise, Stride-2009, held to coincide with the celebration of 50 years of communist rule. Fifty thousand troops were moved from western China to a region in the eastern part. The objective of Stride-2009 was to test the ability to move forces on a large scale from the areas they had trained in to areas they were unfamiliar with. Another aim was to subject the massive rail, road and air infrastructure created over the years to heavy military movement pressure and examine if such pressure adversely affected civilian population. The US Navy's huge flotilla, sailing in Korean waters as a show of strength, was recently unnerved and shocked when a Chinese submarine surfaced right in its midst, displaying sophisticated stealth capabilities.

The current century has seen acceleration of the modernization programme enabled by the remarkable growth of the Chinese economy. By 2005, the People's Liberation Army Air Force (PLAAF) had acquired 105 Su-30MKKs, 100 upgraded Su-30MKK2s and 126 Su-27SK/UBK. The letter "u" suffixed to an aircraft type denotes a trainer version. Domestic production of J-10 and J-11 air superiority multi-role fighters is in progress with 160 J-10s and 140 J-11s already in service.

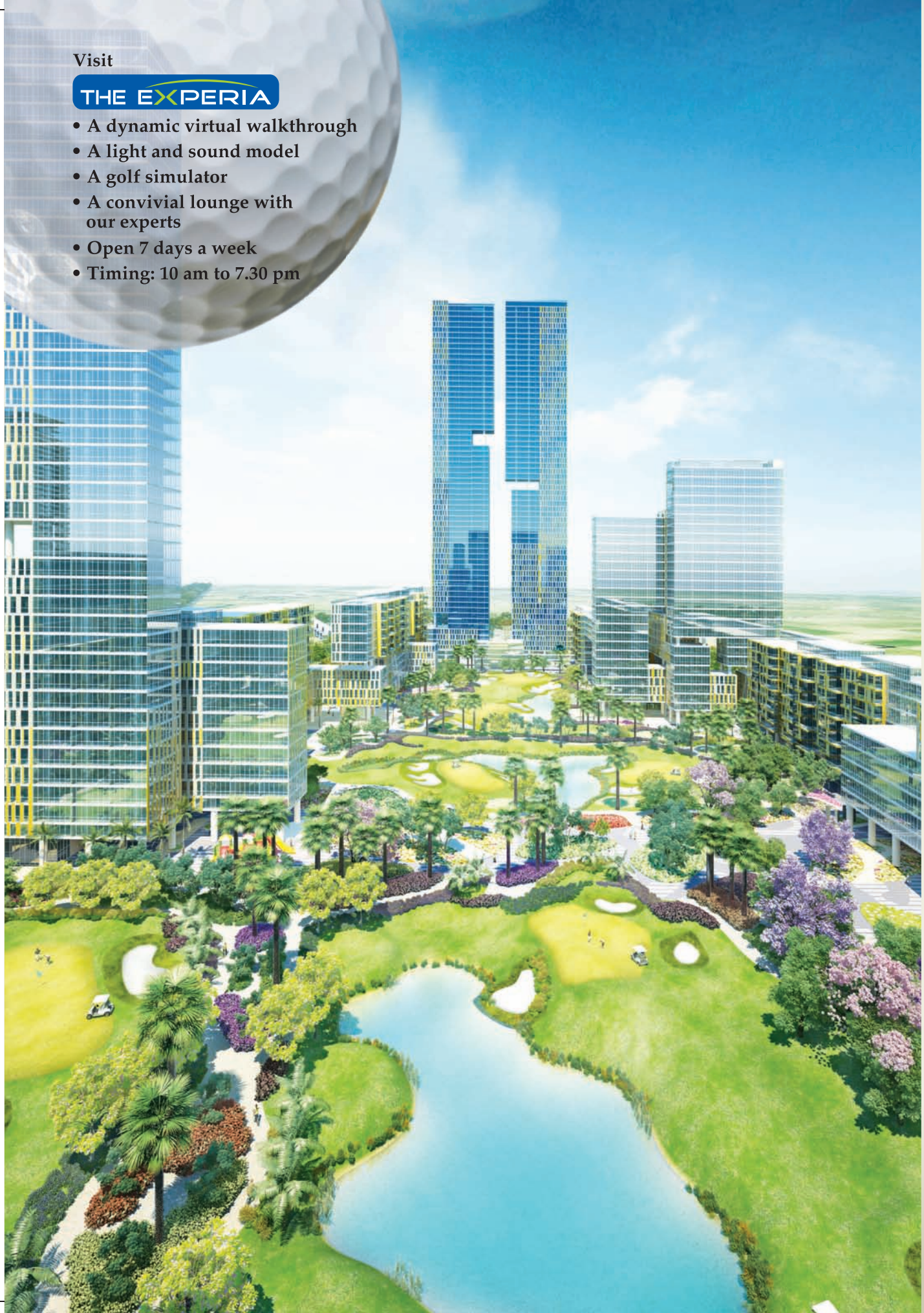
A new version of the JH-7/7A entered service in 2004. This is a strike aircraft with a reported maximum armament load of 9,000 kg. Older fighters like the J-7 and J-8 which have been the mainstay for many years will be gradually phased out and replaced by the newer fourth and fifth generation aircraft.

In sharp contrast, China has a clear and time-bound plan and there are obvious indications that implementation is on in full.

The planned induction of the Su-33, the carrier version of the Su-30, indicates that a carrier group is under formation. The PLAAF is also upgrading its heavy lift and strategic reach capability by the planned induction of 70 Il-76 and 30 Il-78 tanker aircraft. China has also bought large numbers of high-tech air to ground and air-to-air armament from Russia.

THE PLAAF's aim is to have a primarily fourth generation air force. JH-7/7A will be the backbone of the precision strike force with large numbers of J-10 and J-11 in the air superiority role. The interceptor role will be undertaken by the JF-17 which is under evaluation in China. The transport force will have Il-76, Il-78 and Y-9 aircraft. The KJ-200 is an AWACS erected on an Il-76 platform and will be in service soon.

China has a variety of helicopters and other aircraft to undertake specialist missions and routine tasks. With a fast developing C4ISR and its shift to joint operations, the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China's roadmap

1st step – lay a solid foundation by 2010.
2nd step – make major progress by 2020.
3rd step – achieve strategic goal of building "informatized" (net-centric warfare enabled) armed forces capable of winning wars by 2050.

Chinese military will be a formidable force to reckon with even for a well prepared adversary. In this process of modernization, the PLAAF has improved exponentially, though it is yet to be tested in actual operations.

Pakistan benefits from both the US and China. The Pakistan Air Force (PAF) has plans to retire several types on its inventory in the next decade. But many inductions are also planned. Pakistan and China have jointly produced the JF-17 Thunder which will become the mainstay of the PAF in coming years. A hundred and fifty of these will replace all A-5, F-7P, Mirage-111 and Mirage-5 fighters. Three hundred JF-17s will be inducted and the F-7PG will also be retired. The PAF will also induct 36 Chengdu J-10 from China, as well as 26 upgraded F-16AM/BM and 18 new F-16C/D Advanced Block 52 from the US. Its Airborne Early Warning & Control force will be replenished with four Saab 2000 Erieye aircraft from Sweden and Chinese AEW&C aircraft based on Shaanxi Y-8F-600 transport aircraft. Four second-hand Il-78 flight refuellers capable of aerial fuelling of JF-17 and J-10 are being acquired from the Ukraine and 75 K-8 Karkoram Intermediate Jet Trainers will replace the existing fleet of T-37 and FT-5 trainer aircraft.

While the two neighbouring air forces modernize and upgrade, the IAF has been shrinking in size. An approach

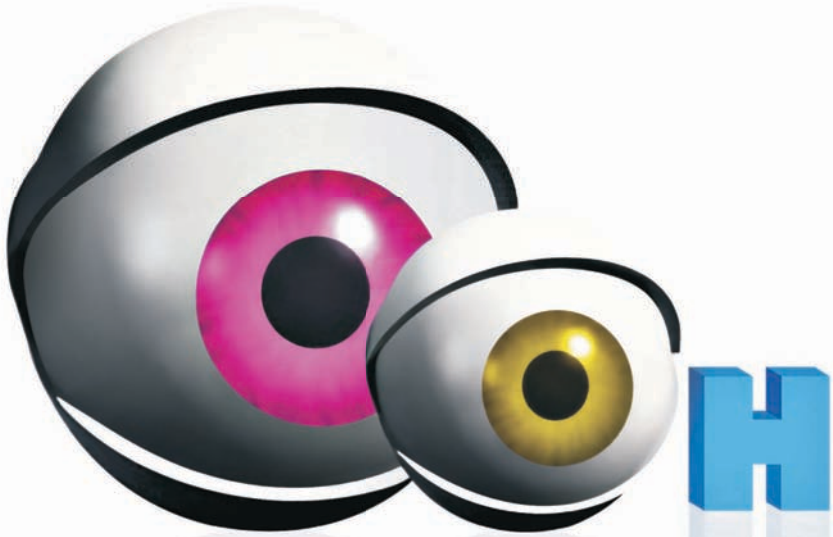
With a fast-developing C4ISR and its shift to joint operations, the Chinese military will be a power to reckon with even for a well prepared adversary.

paper presented some years ago envisaged 45 combat squadrons for a one-front war and 55 for a two-front conflict. The IAF was built up to a strength of 39.5 squadrons by late 1984. It remained so for some years and then the downslide began. Aircraft types like the Su-7, Mystere, Gnat/Ajeet, variants of MiG-21, MiG-23MF and MiG-23BN began to be phased out without replacements. The induction of the Su-30 was a major boost but still did not meet the overall deficiency in numbers. The logic that one Su-30 was equivalent to 3 MiG-21 aircraft is fallacious, as one Su-30 cannot be in two places at the same time.

THE IAF has upgraded the MiG-21 Bisons and has plans to upgrade the MiG-29s and Mirage-2000s. But upgrades have limitations and generational improvements are difficult to incorporate in older aircraft. India and Russia are jointly producing a fifth generation fighter but there will be a time lag before it can be inducted into the IAF and become operational. The 126 aircraft deal being finalized will also take time to become operational. Basic flying training needs urgent attention. The DRDO has promised much but delivered little. They must jettison their bureaucratic approach and adopt a professional and result-oriented attitude to make any significant impact on military capability.

The IAF has done well to upgrade air bases and air defences in the Northeast sector so that Su-30/Mirage-class squadrons can be based there to meet any contingency. The induction of modern transport aircraft and flight refueller aircraft has added to the IAF's strategic lift capability. The helicopter force is also being strengthened and an indigenous "light combat helicopter" is being developed. This will be important as most of our conflict potential is in mountainous terrain where slow-moving helicopters are as effective as fighters. It is the fighter force that needs to be expanded at the earliest.

Other areas like cyber warfare, space and jointness will all be critical in any future war. Salvation lies in the political parties, the Ministry of Defence and the armed forces envisioning a capability creation roadmap, committing resources and ensuring implementation within the emerging overarching national security structure. g



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Shooting ourselves in the feet

It is time to overturn detrimental decisions rather than justifying them

by **Maj Gen Mrinal Suman**

EVERY organization has its archetypal character and traits, some positive and some negative. The services are no exception. They have numerous admirable attributes but one major failing is their penchant for making a change for the sake of change. For no ostensible rationale, well tested practices and policies that have stood the test of time and served the services well are worked over and altered. It is a case of shooting oneself in the foot.

It is commonly pointed out that making mistakes is not as bad as persisting with them. Like all bureaucratic organizations, the services find it extremely difficult to admit their blunders – thereby making rectification impossible. Instead of extricating themselves boldly from an untenable abyss, they try to justify their actions through frequent policy amendments and get sucked deeper into a hole. The following issues illustrate this.

Raising of NDA entry criteria

The problem of shortage of officers in the services has been defying a solution. As stated by Defence Minister AK Antony in the Lok Sabha in August 2010, there is a shortage of 14,244 officers – 11,500 in the Army, 1,507 in the Navy and 1,237 in the Air Force. It is often said that an adequate number of suitable youths are not joining the services because other professions have become more lucrative. Under-subscription of seats at the National Defence Academy (NDA) is cited.

Unfortunately, the primary cause of the under-subscription is of the services' own making. Till the 1980s, NDA enjoyed the "first pick advantage" and attracted the brightest youths. As Class X was the minimum qualification for entry to the NDA and the age group was 15-17 years, entry into the Academy was the first career option available. Understandably, parents encouraged their sons to sit for the NDA examination and be settled in a career at the earliest. As no other career option was available at that stage, most bright boys considered it prudent to give the NDA a try.

Further, as the average age of candidates at entry was around 16 years, their trainability quotient was very high. Early and middle adolescence are undoubtedly the best stages for moulding as per services' requirements. With motivational levels high, young cadets of impressionable age easily developed the necessary mental and physical robustness.

NDA cadets, after four years' training, got commission at an average age of 20 years and kept the age profile young at junior levels. Moreover, they served the services for longer periods. Resultantly, for the same quantum of resources invested in training an officer, the services got better returns by way of longer service span.

In a blunder of monumental proportions, the entry qualification was raised to 10+2. Consequently, the age group rose to 16-and a-half to 19 years. The fallout of this ill-advised move was quick and severe. NDA became one of many choices, if not the last one. Most candidates sat for the NDA examination only after failing to make the grade elsewhere.

With an average age of over 18 years at entry, cadets are near-adults. With established mindsets, habits and behav-

The problem of shortage of officers in the services has been defying a solution. There is a combined shortfall of 14,244 officers in the three services.

ioural traits, they are difficult to train. Since the usual age at commissioning has climbed to 22 years, the service span has correspondingly reduced.

The justification given for this misguided move is laughable. It was stated that 10+2 qualification is essential to grant a graduation degree to cadets at the time of passing out to help them in having a second career after retirement. Can there be a more ridiculous reason? While selecting a young boy, the imperatives of a military career are being subordinated to his post-retirement resettlement after 30 years or more of military service.

Induction of women

In the early 1990s, when the euphoria over induction of women was still going strong, a group of Junior Commissioned Officers (JCOs) was overheard discussing the issue in all seriousness. The oldest remarked, "The Army has enough problems at hand. I do not know why another one is being sought." Another declared, "The Army is going to rue its decision in the near future." There was a rare unanimity in the group – they were all convinced that the move to induct women was ill-conceived and unwarranted.

The events of the past few years have proved their apprehensions to be prophetic. The JCOs foresaw what the top brass failed to. Instead of earning kudos for giving women a chance, the services are getting flak from the judiciary, media and self-appointed experts. Demands are being made to grant permanent commission to women in the combat arms, a demand that is unprecedented in any army. Worse, some have gone to the ridiculous extent of demanding all-women battalions. A matter that critically affects the health of the services has been belittled as one of "equality of sexes".

The decision to induct women, taken in the early 1990s by a service Chief, was neither need-based nor well thought-out. No attempt was made to study the long-term implications of the multiple issues involved. In other words, a decision of colossal significance was taken in a totally cavalier and hasty manner. The first batch of women Short Service Commission (SSC) officers joined in 1992. As the other two services did not want to be seen as "male chauvinists", they followed suit. Soon a race got underway between the three services.

Till date, no one has been able to justify the decision to induct women in the services. The low-tech Indian military is totally dependent on the raw physical strength of its manpower. With their abysmally poor physical fitness standards, women just cannot perform these tasks. Moreover, they suffer from frequent back problems, pelvic injuries and stress fractures. As very few desk jobs are available, most command-

ers are at a loss to employ them gainfully.

Instead of contributing to the effectiveness of the organization, women have become an encumbrance as considerable resources are diverted towards ensuring their comfort, dignity and safety. Worse, every commander runs the risk of being accused of sexual discrimination, harassment and even exploitation. It is no wonder that no commander wants women as they are considered a liability.

The SSC tenure was five years, extendable to 10 years. It has since been increased to 14 years. One does not need to be a visionary to understand that grant of SSC to women at 24 years of age is the most impractical proposition. That is the time for them to get married and raise their families. With two-child norms, they spend most of their service tenure involved with their children. For every delivery they are exempted physical activities for three years. A woman SSC officer is hardly ever available for military activities.

Champions of sexual equality are very selective in their demand. No demand has ever been made to induct women as soldiers. Women want to join only as officers, in the erroneous belief that an officer's job is soft and easy. When reality dawns on them, they resort to the standard ploy of the weaker sex needing special dispensation. As regards their acceptability as leaders, the troops consider their induction to be a political gimmick that merits no serious deliberation. "How can a leader, who is unable to carry her personal weapon and equipment and keep pace with us, be expected to lead us in war?" is a common refrain of the troops.

Cadre review, mushrooming senior appointments

With a view to improving officers' promotional prospects and to offset the effects of largescale upgradation of civil appointments, the services resorted to creating a huge number of senior appointments. Comparisons are often made with police appointments to justify this. Admittedly, every State police force has dozens of Directors General of Police (DGP). State governments can upgrade or downgrade any appointment to accommodate chosen incumbents, job content notwithstanding. It is always a political decision. A DGP might look after purchase of 100 computers or furniture. The services cannot follow the police in this.

All higher headquarters have become bloated and overstaffed. With overabundance of General Officers – red tabs and stars have lost their exclusivity. The stature of senior ranks has got diluted. Every alternate room in the Services Headquarters (SHQ) is occupied by a Brigadier or a General Officer. It is a sad sight to see them flitting between various offices, clutching bundles of files.

A job done earlier by a Brigadier is now being carried out by a Lieutenant General. Further, he has a Major General as his deputy and two to three Brigadiers to head different sections. Thus, a Brigadier has been substituted by two General Officers and two/three Brigadiers. As the job content has not changed materially, functioning has become totally bureaucratic and decisionmaking is the main casualty. Decisions taken by a Brigadier earlier are now taken by a Lieutenant General. The emergence of multiple tiers has increased paperwork. As every link in the chain wants to remain in the loop and retain its relevance, urgency becomes inconsequential.

The Indian Army follows a system of command and staff streams. After doing mandatory command tenure, officers are sidestepped into staff appointments. As command

Instead of earning kudos for giving women a chance, the services are getting flak from the judiciary, media and self-appointed experts.

SHARAD SAXENA

appointments are limited, it has become a challenge for the organization to accommodate all aspirants. Consequently, the duration of command tenures has been considerably curtailed, affecting continuity of command adversely.

The services never tire of claiming uniqueness and dislike comparison with other Central services. Yet they have diluted their contention by demanding parity with the civil services. The Warrant of Precedence (WoP) cannot be adequate justification for seeking more senior appointments. As is well known, revision of WoP is a regular exercise and every review invariably results in lowering the status of service officers. As the services cannot go on upgrading appointments to keep pace with the rate at which WoP is revised, it is a self-defeating exercise.

The services are rigidly structured organizations with authority well delineated. Such organizations invariably become one-man shows with commanders at every level enjoying overriding powers. Dissonance and difference of opinion cease to exist. In the absence of any contrary perspective, commanders tend to acquire misconceptions of their infallibility, resulting in faulty decision-making. For instance, it is inconceivable that no staff officer could foresee the adverse fallout of inducting women and caution the cavalier Chief.

Due to the steep pyramid-like structure, the environment in the services is highly competitive. To ensure career advancement, one has to not only excel but outshine others as well. In the absence of any quantifiable and measurable performance matrix, performance is measured in terms of initiative displayed, howsoever misplaced it may be. Recognition as the initiator and author of fresh ideas fetches credit and good reports. Therefore, every aspiring officer strives to score brownie points by pretending to be an original thinker. He wants to suggest something new – it may be a scheme, concept or programme. The sole aim is to impress senior bosses by displaying original thinking, assiduousness and thoroughness.

In the absence of ability for genuine original thinking, the only alternative available to an ambitious officer is to tinker with existing policies and suggest changes. Further, prolonged staff tenures make many officers lose touch with ground realities. They start living in the make-believe world of files and notings. They fail to visualize the fallout of the policy changes.

The way forward

All over the world, the ruling mantra is "catch 'em young". Corporate houses go to professional colleges to have the first pick in campus interviews. The services have irrationally surrendered the same advantage. A graduation degree cannot be enough justification for forfeiting the opportunity to pick the best youth for the services. The entry age and educational qualification for admission to NDA should be reduced to the earlier norm. Grant of SSC to women should be stopped. Women have made creditable contribution in the medical, dental and nursing services. They have done India proud. Grant of permanent commission to them in legal and education departments of the three services, the accounts branch of the Air Force and constructors of the Navy is undoubtedly a sensible move forward.

The services should stop chasing the mirage of retaining parity with the civil services. Bureaucrats govern the country and call the shots. They will continue to concoct ingenious stratagems to maintain their supremacy.

The top brass must show sufficient moral courage to admit that the present mess demands a holistic review of the related policies. It is far better to accept mistakes honestly than continue with them indefinitely to the detriment of organizational interests. Most important, no decision that affects the primary role of the services should be taken as a compulsion of populist expediency and without studying the long-term consequences.g

Guarding India's seafront

Is it time to pat ourselves on the back? Can India be sure of preventing another terror attack?

by **Col R Hariharan**

THE Indian security agencies' successful handling of a series of events involving lucrative terrorist targets in the last quarter of 2010 showed they are succeeding in setting right their woeful performance during the 26/11 attack in Mumbai two years ago. The tasks faced by them would have been daunting for even the security agencies of the global powers.

The blue ribbon event was the high profile visit of US President Barack Obama, the world's Number One terrorist target. It was followed by the XIX Commonwealth Games, in which 83 countries took part. The quarter also included two other potentially explosive anniversaries – that of the 26/11 attack and of the demolition of the Babri Masjid. There were also two other add-ons to the security nightmare – the long-awaited judgement in the Babri Masjid ownership case and the visit of French President Nicholas Sarkozy of the French burqa ban fame. But all the events passed off peacefully. Glitches, if any, were minor.

Of course, the security agencies were kept on tenter-hooks by reports of Pakistan-based *jihadi* groups preparing to strike at some prominent targets in India. However, the terrorists were kept at bay apparently due to the security elements in place. A number of arrests of suspected terrorists were also made.

No doubt success in this crucial period is a direct outcome of the efforts of Union Home Minister P Chidambaram to tone up the internal security set-up. His multi-pronged approach and broad-based strategies to improve the command and control of security response systems on a networked basis are slowly coming into their own. So coherence in action has become visible. However, the task of providing muscle and teeth to State and Central police and paramilitary forces is not yet complete. So the much-needed progress has not yet reached the ground floor.

There is no dearth of money for the action plan. The Centre's allocation for internal security is now poised to go up to Rs 40,852 crore this year, if we go by the first Budget supplementary. This represents nearly a 50% increase over the previous allocation of Rs 25, 923 crore in 2008-09.

The media in Maharashtra says the State Home Ministry has not shown a keen interest in providing training to the lowest rank – police constables.

The expenditure is mainly due to the two schemes for modernization of State police and Central paramilitary forces (CPMF). Both schemes have been extended to 2010-11. The force levels of the three CPMF (BSF, CRPF and SSB) are being increased by 109 additional battalions. The hardware and software to connect the security control centres in State capitals with State Special Branches are in place. And connectivity is expected to be complete very soon.

One Central Academy for Police Training (CAPT) in Bhopal, two Central Detective Training Schools (CDTS) in Lucknow and Ahmedabad, and 20 Counter Insurgency and Anti-Terrorist (CIAT) Schools are also being set up. After a review, the sanctioned strength of the IPS to the State cadre has been increased by 717 to 4,730.

Is it time to pat ourselves on the back? Can India be sure of preventing another terrorist attack on the scale of 26/11?

It is difficult to answer these questions with surety if we consider our inability to execute time-bound projects. In this

respect, the Union Home Ministry's record is slightly better; at the State level, the leadership has not shown the urgency required to revamp the set-up to handle the terrorist threat.

This is not mere lethargy. The States have always resisted carrying out police reforms. Despite judicial direction, politicians do not want to lose control over the law enforcement machinery. Even after the 26/11 disaster, this mindset does not appear to have changed.

Nothing illustrates this better than the attitude of the States

PIB

The biggest chink in national security is in coastal areas. The issue is mired in power games played by diverse Ministries and state governments.

towards changing existing systems. The media in Maharashtra says the State Home Ministry has not shown a keen interest in providing training to the lowest rank – police constables. The Special Forces, raised with a lot of fanfare, still carry old weapons and do not have enough body armour. There are huge deficiencies in police strength in many States. Efforts to fill these vacancies are tardy.

However, the biggest chink in national security is in coastal security. No doubt it is a complex issue mired in the round-robin power games played by diverse Ministries. Apart from the State governments, at the Centre also it involves coordinating the functioning of many agencies and Ministries, including defence, ports and shipping, fisheries, agriculture, off-shore drilling, maritime trade, environmental protection and international relations. So it is not surprising the Union Home Ministry took two years to embark on forming a multi-dimensional command structure. Four Joint Operation Centres have been set up under the respective naval commanders-in-chief. A Sagar Prahari Bal under the Navy has been set up to patrol shallow waters off the coast. A thousand sailors equipped with 80 fast interceptor boats are being trained in phases. Standard Operating Procedures (SOPs) for coastal security have been finalized with respect to all coastal States and Union Territories.

The Centre is optimistic that the first phase of the Coastal Security Scheme will be implemented nationwide by March 2011. Its expectations of States and Union Territories are that the States will establish 73 coastal police stations, provided with adequate manpower, apart from 204 boats, 153 vehicles and 312 two-wheelers.

IN the second phase, the Coastal Security Scheme is even more ambitious with an outlay of Rs1,579.91 crore. It hopes to provide States/UTs 131 additional coastal police stations, boats and infrastructure to make them operational. The Scheme will also provide support for equipment, computer systems, vehicles, two-wheelers and so on. A uniform system for registration of all boats is being introduced. The process of issuing ID cards to all fishermen is on. There is increased emphasis on technology usage; installation of transponders on vessels to ensure identification and tracking is also being initiated. Radar chains are being strengthened.

So where is the problem? It lies in our national inability to execute plans on paper in time. Barring Gujarat, Puducherry, Tamil Nadu and Maharashtra, coastal States have made little progress in implementing coastal security projects. The setting up of coastal police stations envisaged even in the first phase of the plan is lagging. The infrastructure is not in place. So it is doubtful whether the Coastal Security Scheme will be implemented fully even by end-2012.

According to defence analyst Major General Ashok Mehta, "while the Indian navy, the nodal agency for coastal security, has issued elaborate papers on plugging gaps at sea through maritime domain awareness, little has been done in augmenting capabilities of the Coast Guard." Only two aircraft or helicopters have been added to the fleet of 48 since 2008 for watching India's 7,600-km coastline.

At the heart of the problem is incompetent political leadership. After all, what happened to Maharashtra Chief Minister Vilas Rao Deshmukh after he messed up the handling of the 26/11 terror attack? He was pushed out to a plum post in the Central Cabinet as Minister for Heavy Industries. With this law of diminishing returns in operation, any improvement to national security will come if and when the political leadership becomes accountable and demands accountability from the bureaucracy. Otherwise, the nation is likely to limp along from year to year, explaining why we failed rather than talking of our successes.g

Jairam Ramesh turns vocalist

minister to sing at festival

UNION Environment Minister Jairam Ramesh has always been fond of music. During his stint in the Planning Commission at least two decades ago, he was known for his love of music. He had a large number of cassettes of various genres of music, including Carnatic music.

Now, it appears he wants to join established vocalists performing at the annual music jamboree at Thiruvayaru in Tamil Nadu, as part of Thyagaraja *utsavam*. This festival goes on round-the-clock over a number of days. Aspiring vocalists and musicians who play instruments such as the violin, veena and mridangam come together in the hundreds. They sing in unison, to the delight of music lovers. The *kirtans* of saint Thyaraja are especially popular.

It will be a rare first for a Minister to sing at Thiruvayaru, and Ramesh's performance will be much anticipated.

Rahul to Moily's rescue?

how he survived cabinet re-jig

THE Union Law and Justice Minister, M Veerappa Moily, has not only saved his Cabinet post but also his portfolio despite hushed talk in the corridors of power about his imminent ouster from Prime Minister Manmohan Singh's Council of Ministers. It is being said that not only is Moily's performance lacklustre, but he has failed to protect the image of the UPA in the prevailing circumstances with one scam after another breaking. Those close to Moily claim that he is himself seeking a change of portfolio. Apparently, his dream is to move to HRD.

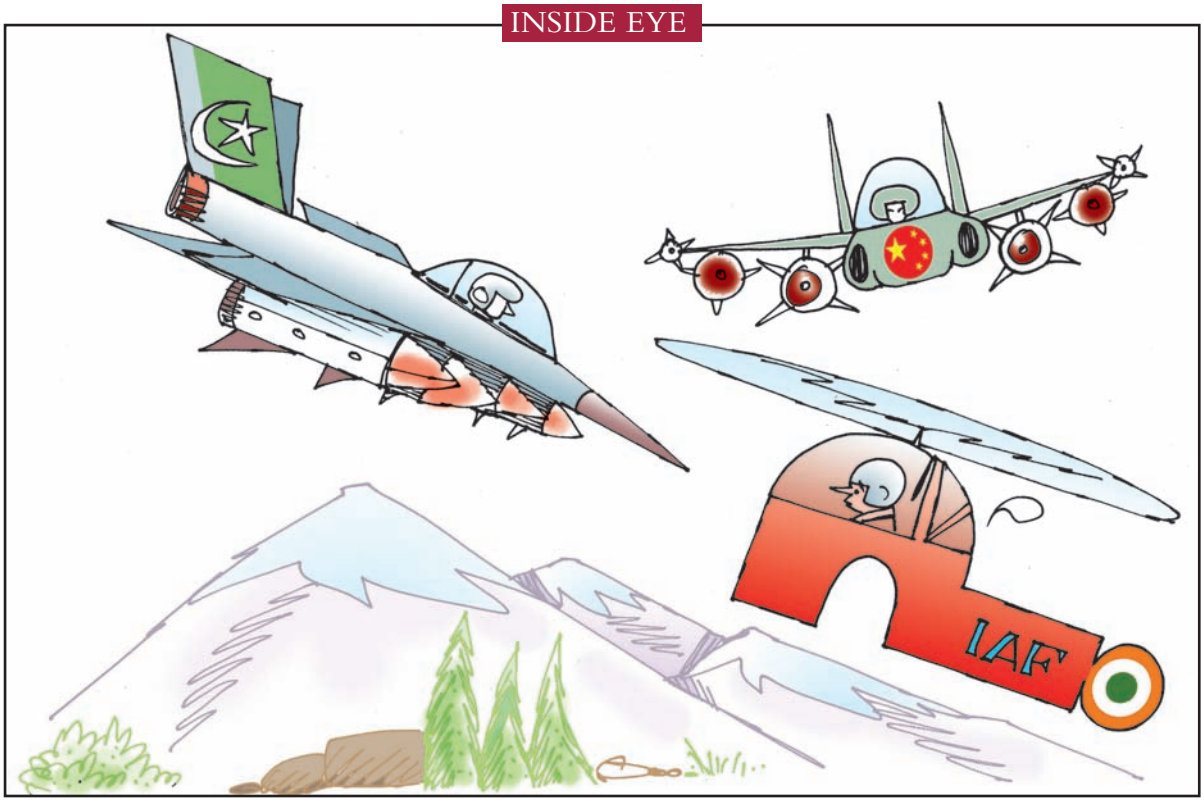
A little bird told us that Moily should thank son-in-law Anand Adkoli. Married to Moily's second daughter, Sushma, who is a media-person, Adkoli works for a certain high-profile Congress General Secretary headed for the seat of power on Raisina Hill. Adkoli is an admired IT professional who had a brief but successful career in the US and returned home to join Rahul Gandhi's staff. Sushma had a stint in journalism before graduating to the small screen under celebrity director MS Sathyu.

Sharmila Tagore charms scribes

begum's grace wins all

IT was *veni, vidi, vici* (I came, I saw, I conquered) for Censor Board chairman Sharmila Tagore when she was invited to address members of the Indian Women's Press Corps. The Begum of Pataudi spoke on a variety of issues relating to the Censor Board's functioning, including the fact that the chairman is never consulted on the other members and learns the composition from the media. Her tenure ends in February and she is sure that she will find out who her successor is from the newspapers.

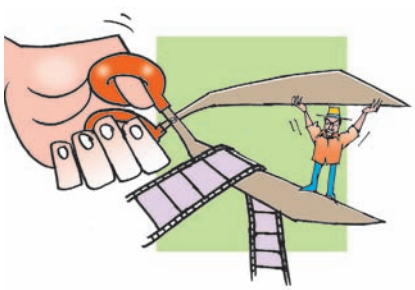
At the same time, she was all praise for the board members and their dedication in ensuring that films get the right certification. Conceding that one has to move with the times and be more liberal in dealing with sex and violence onscreen, she was also per-



ILLUSTRATIONS: ARUNA

turbed at the needless use of profanity in films. Sudhir Mishra's forthcoming *Yeh Saali Zindagi* could have had a more proper title, she said.

Asked for her "take" on the chances of son Saif marrying Kareena Kapoor, she smiled: "I don't have any take on

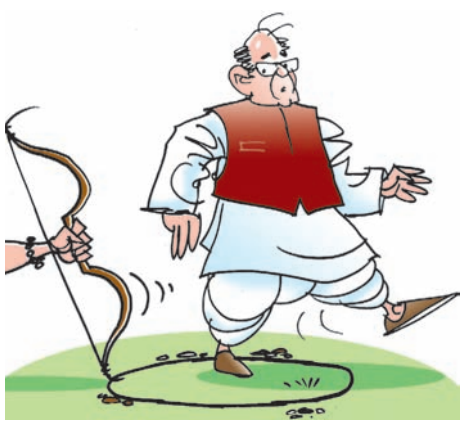


it. They are financially independent and can take their own decisions." Her grace contrasted with the temper of Jaya Bachchan during her visit to the same venue. The only controversy she touched on was the promos for Prakash Jha's new film not being cleared by the board.

Segregation at Rashtrapati Bhawan

vvips, vips and the *janta*

THE annual Republic Day at-home of the President in Rashtrapati Bhawan is acquiring elements of the ludicrous. The number of invitees has grown enormously though the high tea still manages to retain its gracious quality. What is most startling is the decision, since President Pratibha Patil assumed office, to bifurcate the lawns into separate areas for VIPs and non-VIPs. There has always been one VIP area meant for the President as well as top government functionaries such as the Prime Minister and party leaders. Other invitees would meet the President in this area in groups.



Now, there is yet another VIP area meant for Cabinet members and chiefs of the defence services. The rest of the invitees are kept outside these two areas. Not only are all the invitees security-cleared, the purpose of the evening is to ensure that the members of the legislature, executive, judiciary and media mingle. President APJ Abdul Kalam would even venture out of the VIP area to meet everyone, in keeping with the spirit of the do since 1947. g

lt gen dattatray balajirao shekatkar

'The government's mistake is not talking directly with the adivasis'

A soldier looks back on tackling Naxalism, terrorism and insurgency, and occupying the Sialkot-Lahore highway area

I was commissioned in June 1963 and was posted as Second Lieutenant in the Maratha Regiment. My battalion had seen action in tackling insurgency in Nagaland, Manipur, Mizoram, Arunachal Pradesh and Tripura. Insurgency in the Northeast began with infiltration in 1952. The Naga rebels were actively supported by Pakistan and China. The insurgency spread to neighbouring Manipur and Mizoram. I was stationed there for five years.

Thereafter, in 1970, I was posted in Andhra Pradesh to tackle the Naxalite problem in the Telangana region. Naxalites, or Maoists as they now so fashionably call themselves, have control over territory from Nepal to Andhra Pradesh. They famously call it "from Pashupati to Tirupati". Now, in their next big phase, they want to target big urban cities. For that they are slowly infiltrating unions in the industrial belts of the country.

They have been able to spread their roots far and wide with help from the CPI (M). The spread of Naxalism in Bihar, West Bengal, Jharkhand, Chhattisgarh, Madhya Pradesh, Maharashtra, Orissa, Andhra Pradesh, Karnataka and now Tamil Nadu has been possible because of the CPI(M) supporting the UPA-I government. They are now in touch with the ISI in Pakistan, insurgents in the Northeast and the Taliban in Afghanistan.

They are fooling the poor adivasis with false promises of fighting for their cause against the government. They have their own land, forest and mining mafias. The government's mistake is that it has not talked directly with the adivasis. For the adivasis, "government" represents BSF and CRPF jawans with guns chasing them. They have never known any health centre, post office, school or any other infrastructure or civic amenity. The Communists have taken full advantage of the situation.

What do Naxalites from Bihar and Jharkhand have to do with Andhra Pradesh? And what does Home Minister P Chidambaram have to say? His words are, "There is a trust deficit and there is a confidence deficit amongst the people."

My first real experience of warfare came as a Major on December 3, 1971, with Pakistan declaring war on India. I was stationed with my 9 Maratha battalion on the western front in the Samba sector, along the Pathankot-Jammu border. In retaliation, India attacked Pakistan and our battalion bulldozed all their defences. We occupied their Sialkot to Lahore highway region for almost two years!

The area was as large as that of the Mumbai-Pune Expressway. On December 16, the ceasefire was declared. We met some senior Pakistani Army officers. They were angry with their junior officers and jawans for letting us "kafirs" in. They told their men that, had they done 50 percent of their work honestly, the kafirs would not have reached there. That's how humiliated they felt. After two years we handed back their territory.

There may not be any such examples around the world of an army handing back occupied territory to the enemy. During the Bangladesh war, I was entrusted with the task of training the Mukti Bahini. Again, within six months of the war ending, we left Bangladesh.

I was again posted in Mizoram between 1973 and '76. During 1976-77, I joined the Counter Insurgency and General Warfare School. I trained there with foreign cadets. Between 1978 and '80, I was posted in the Northeast as insurgency raised its head there once again.

Maoists are fooling the adivasis with false promises of fighting for their cause against the government. They have their own land and forest mafias.

Gen Shekatkar (from left) being felicitated by Lok Sabha Speaker Manohar Joshi, and with Chinese military officers in 1996

Insurgency is still on in Manipur and Assam. It has become a way of life. Government servants in Manipur, Nagaland and Assam have to pay 10 percent of their salaries to insurgents. Even contractors and industrialists are not spared. People are fed up. All that the Prime Minister does when he visits the Northeast is announce packages. All these packages end up in the pockets of the insurgents. In the army we have always opposed these packages.

IN 1980, I joined the Defence Staff College for a year's training. I was then posted at Ahmedabad as a Colonel. The city often witnessed bitter communal violence. The Army had to be called in to control the situation.

Between 1981 and '84, I commanded my 9 Maratha battalion, posted along the border in Jammu and Kashmir. Thereafter, I did a one-year course in Defence Management at the College of Defence Management. Between 1986 and '87, I was Chief Instructor at the Counter Insurgency and Jungle Warfare School at Vairengte, Mizoram.

I was promoted to Brigadier in 1989 and posted in Punjab. The next two years were among the worst as terrorism was on the boil. Terrorism did not survive in Punjab because of the excellent cooperation between the army and the local police. Most important, the people of Punjab realized that they did not stand to gain from terrorism.

In 1992, I attended the National Defence College in New Delhi. Here, we from the Army rubbed shoulders with the best foreign officers and our own IAS and IPS officers. Thereafter, I was posted as Deputy Director General, Military Operations, at Army Headquarters. I was part of the Joint Working Group that was set up between India and China to resolve the boundary dispute. The efforts of the group led to the Sino-Indian boundary agreement signed in 1993-94 during the tenure of Prime Minister PV Narasimha Rao. I was then made Major General and posted as Additional Director General, Military Operations.

Terrorism did not survive in Punjab because of the excellent cooperation between the army and the local police.

In 1995, I once again commanded the troops in Jammu and Kashmir. It was then that the Charar-e-Sharif incident took place. Trouble quickly spread to Pulwama, Baramullah and Sopore. Assembly elections were held. Pakistan, some Western powers and some of our Opposition parties did not want polls to take place. To establish the supremacy of our Constitution, the elections were held despite the opposition.

For the first time since militancy began, a record number of militants – more than 1,200-odd – surrendered arms. Our intention was not to kill these people, but to give them a chance to reform. Since the thought of surrender was unacceptable to them, we gave them the third option of going back to their own people and joining the mainstream. In Assam also, we applied this theory with success – resulting in 700-odd ULFA militants surrendering.

The main reason for militancy in the Valley has been lack of governance on the part of the political establishment. In 1989-90, the elections were rigged. Promises of good governance were never kept. It enraged the people. Unemployed youth revolted. Be it the 1965 Indo-Pakistan war or the 1971 war, the local people did not support militancy or, for that matter, Pakistan. The Pakistanis only took advantage of the prevailing circumstances and we are now paying for our mistakes.

The general populace has never been in favour of inde-

Gen Shekatkar receiving the PVSM medal from President Kalam in 2002; with PM Narasimha Rao and with Kashmiri elders

pendence. It is just a handful of 200 families in the Valley, the Hurriyat leadership, sections of the judiciary, and politicians in power as well as in the Opposition who want the situation to continue. Terrorism has become a "cottage industry" for them to make money.

As for the government, it is fooling us. If terrorism does not continue, the people will seek accountability. The government does not want that. In the past 12 years, the Centre has pumped Rs 98,000 crore into the Valley. These are the figures of the Ministry of Home Affairs. Where has all the money gone?

THESE 200-odd families creating trouble are mostly in Kupwara, Sopore, Baramullah, Badgaum, Pulwama and Srinagar. Close to 23 percent of the population is Shia. Even during the Kargil war, the Shias did not support Pakistan. The Bakarwals and Gujjars do not support Pakistan at all.

For these people, militancy must go on in order to keep their business thriving. The US, in 2001, gave a billion dollars' worth of aid to Pakistan for the war against the Taliban and Al Qaeda. Pakistan's economy is totally dependent on US military and other aid which it invariably uses against us. If terrorism is finished in Pakistan and Afghanistan, will the US still give aid to Pakistan?

The thaw in Indo-US bilateral relations dates back to 1997-98, when defence cooperation started. I was part of the Indo-US Defence Cooperation Group that was set up then. The Americans used to hate us like anything, for they believed we were pro-Soviet Union. Until then, US diplomats and defence officials used derogatory terms for our Prime Minister. Now I am amused to see US leaders and diplomats shaking hands with Indian leaders.

As for the government, it is fooling us. If terrorism does not continue, the people will seek accountability. The government does not want that.

The general populace has never favoured independence. A handful of 200 families in the Valley and politicians want the situation to continue.

Between 1997 and '99, I was posted as Additional Director General, Strategic Planning, at Army Headquarters. Here, the Army plans its growth for the next 25 years. All aspects are taken into account, including the need to acquire modern weapons and what weaponry the US is developing. That is because most of those weapons after some years are given to Pakistan in the name of its anti-terror activities. China too supplies weapons to Pakistan. Our task was to prepare ourselves for this challenge.

In 1999, I was promoted to Lieutenant General and posted in Assam to tackle the ULFA and the Bodoland movement. In 2001, I was posted as the Commandant at the Infantry School in MHOW, Madhya Pradesh, which imparts commando warfare training. The next year I retired and settled in Pune.

I have co-authored 11 books on counterinsurgency, counterterrorism, counterNaxalite operations and psychological warfare. g

(As told to Prashant Hamine)

A PERENNIAL TEAR-JERKER!

The onion makes the common man as well as governments weep

IN India, onions have brought tears to more governments than one. No wonder they are called tear-jerkers! The current shortage of onions is not entirely the government's fault, the rain gods too were mischief-makers this time. Like the bulb, the crisis is also enveloped in problem layers. You go on peeling layer after layer and there is hardly any visible change right up to the last.

This is not the first time that the price of onions has skyrocketed. In 1998 too, the price shot up to Rs 80 a kilogramme. In fact, the current onion situation is a repeat performance of 1998.

The government has directed the State Trading Corporation (STC) to import as many onions as possible to deal with the crisis. That's not all, it has also put the Minerals and Metals Trading Corporation (MMTC) on the job. Finding a solution is the immediate issue. Whether onions should be categorized as minerals or metals can be sorted out later!

Asked why the government did not foresee this crisis and make contingency plans, a spokesman retorted that predictions are not part of any government strategy as of now. Besides, the Agriculture Ministry does not have an astrology department! But, if somebody could convince the government that astrological predictions can be used to foresee such problems, the government would be more than willing to consider the possibility of creating such a department.

For the common man, onions have always been tear-jerkers. When they are available in plenty, they bring on tears while chopping and slicing. When they are in short supply or being sold at exorbitant rates, they bring tears to people's eyes for obvious reasons. As to why we are so obsessed with this all-season tear-jerker defies explanation.

People who could not afford even *dal* (lentils) with their *rotis* (bread) used to eat their *rotis* with onions. Now, they cannot afford it anymore. They are forced to look at other options.

Every time there is an onion crisis, the humble radish emerges as a temporary hero. In fact, that is what happens in Bollywood too. When they cannot afford Amitabh Bachchan or Shah Rukh Khan, they settle for an affordable hero.

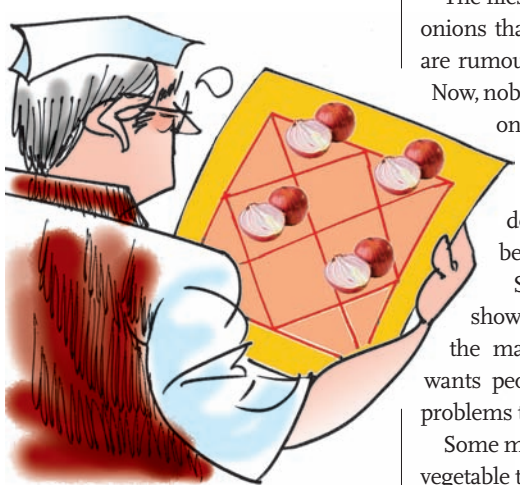


ILLUSTRATION: ARUNA

Another commendable step by the government comes in the form of income-tax raids on onion traders. If it were not for this onion shortage, the government would have had no clue that the earnings of onion traders are above taxable limits.

Our friendly neighbour, Pakistan, is contributing to the problem by holding back trucks loaded with onions meant for India. It is time we start looking for alternatives. The politics of the Pakistani government and the internal politics of their traders should not be allowed to become a national problem for India!

The files relating to a consignment of onions that arrived at Mumbai by ship are rumoured to have been misplaced. Now, nobody knows what to do with the onions. So, it has been ensured that the onions get sufficient storage space at the dockyard on a priority basis to be stored until they rot.

Successive governments have shown their keenness to empower the masses. Now, the government wants people to find solutions to the problems that the government creates.

Some may dismiss the onion as just a vegetable the way you make an idiomatic reference to a person who can do nothing. But nobody should ever make the mistake of underestimating the power of the onion. It can bring tears to any government. If you do not believe this, Sushma Swaraj may be able to throw some light on what it did to the Delhi government in 1998. g

The government has put Minerals and Metals Trading Corporation on the job of finding a solution, which is the immediate issue. Whether onions can be categorized as minerals or metals can be sorted out later!

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AMERICA'S DOUBLE AGENDA

After the euphoria surrounding Obama's visit doubts surface about Uncle Sam's embrace

WHAT'S IN IT FOR INDIA?

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From the Editor-in-Chief

WE end this year in the belief that the events that have transpired during its course have proven without a doubt that the kind of independent niche journalism that gfiles practises is more relevant to the profession of disseminating informed news and opinion than ever before. Our basic premise of good governance has been that political parties – as the Congress once was – should be organized to be of service to the nation. But when, instead, they convolute this command and subordinate the nation to serving their interests, they [illegible] harbingers of banana republics in which government is of, for, and by the governors.

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COVER STORY

us agenda | obama visit

Wooing 300 m Indians, 900 m be damned

The President furthered the agenda, started by Bush, of building ties with the Indian middle class for US gain

by MG DEVASAHAYAM

DISSECTING US Presid[illegible] Barack O[illegible]ma's Diwali visit I[illegible] d[illegible] Chin[illegible]ya R Gharekhan [illegible] to[illegible]: "[illegible] no doubt c[illegible]e to India with a fi[illegible] ag[illegible]da [illegible] H[illegible] main [illegible]get audience was youth and

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COVER STO[illegible]

us agenda | pa[illegible]

Another tilt to Pakistan

Obama's Indian visit cannot mas[illegible] the U[illegible]S' [illegible]ued reliance on Pakistan as its [illegible]dispe[illegible]sable [illegible]tra[illegible]egically in the region for achieving [illegible]al [illegible]ati[illegible]al Qaeda

by GEORGE FRIEDMAN

BOB Woodward has released another book, this one on the debate over Afghanistan strategy in the Obama administration. As all his books do, the book has riveted Washington. It reveals that intense debate occurred over what course to take, that the President sought

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N[illegible]TIONAL AFFAIRS

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The lessons are clear: change or perish

Is Sonia Gandhi's party living [illegible] the glorious past

[illegible]

[illegible]AY[illegible]AN

[illegible]CTING on the Indian National Congres[illegible] prepares to mark the 125th anniversary of its founding, a Rolls-Royce joke comes to mind. A wealthy man bought a Rolls- Royce and drove it away from the showroom. After 10 km, the car stalled. He summoned the engineers. After inspecting the car, they said, "Sorry, sir, there is no [illegible]e." Amazed, he as[illegible]d, "Then how did it run this

[illegible]ea[illegible] Mor[illegible]

NATIONAL SECURITY

bungling leadership

Seven b[illegible]ers [illegible]dia

The squandering of hard-won military v[illegible]es, good faith bordering on naivete, and political compulsions have enfeebled India

by MAJOR GENERAL MRINAL SUMAN

HISTORICAL mistakes, because they cannot be undone, have a complex snowballing effect on a nation's future. The following historical blunders, recounted chronologically, changed the course of independent India's history and cast a shadow over its future. Instances of the inadequacy of India's decision-making apparatus and the leadership's lack of vision, they will haunt India for generations.

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GOVERNANCE

[illegible]levising parliament

[illegible]

One more instance of squandering public funds on an unproductive activity

by VINOD KAPOOR

THE Rajya Sabha, perhaps emboldened by the Lower House starting its own television channel in 2006, has reportedly given final shape to its long-proposed plan to have an exclusive channel similar in content, reach and purpose to the Lok Sabha one. In itself, this is not unusual. Legislatures in the UK, US and Australia are covered regularly. The problem, in the Indian context, is with each House of Parliament having its own dedicated channel.

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PETITION

scip's national interest initiative

Society for Consumers' & Investors' Protection petition for investigation of SKS

FIRST STIRRINGS

arvind s inamdar

'POLITICAL INTERFERENCE HAS CREATED HAVOC'

The former DGP of Maharashtra, famed for tackling

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Doubting Thomas

Had the Central and State governments implemented existing executive and judici al

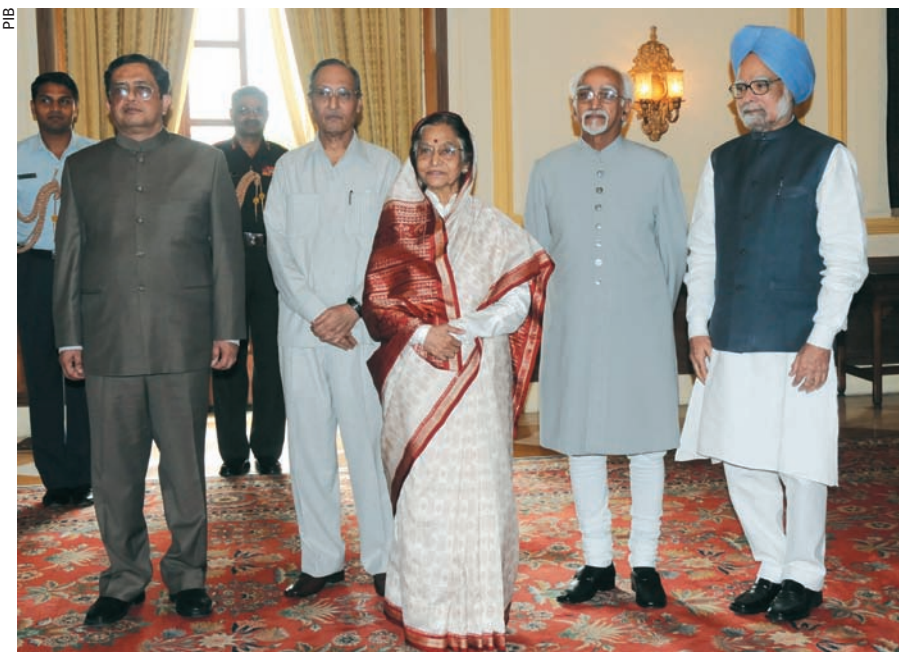
by **Naresh Minocha**

THE deepening controversy over the appointment of the Central Vigilance Commissioner (CVC) has brought to the fore the larger issue of bad governance and inordinate delays in the litigation process. The row threatens to snowball into an executive versus judiciary showdown.

The affair began some months ago when the United Progressive Alliance could not achieve consensus on the CVC's appointment. The swearing-in of IAS officer Polayil Joseph Thomas (1973, Kerala cadre) as CVC in the President of India's office on September 7, 2010, kicked up a storm. The leader of the Opposition in the Lok Sabha, Sushma Swaraj, boycotted the ceremony. As a member of the statutory committee that appointed the CVC (the other two members are the Prime Minister and the Home Minister, as provided for in the CVC Act, 2003), she had opposed Thomas' candidature because he is a co-accused in the 19-year-old palmolein import case that led to loss of Rs 2.8-crore revenue for the Kerala exchequer.

Swaraj met the President after the ceremony to explain the boycott. She had proposed selecting the CVC either from among the two other short-listed candidates or enlarging the panel of candidates to select a person of impeccable credentials. She put the blame squarely on the Prime Minister. As she told a newspaper: "Only three of us were there — the Home Minister, the PM and the Leader of Opposition. I told him, 'This is wrong, I will object in writing.' I gave alternatives – choose any one of the other two names on the panel, apart from Thomas; or enlarge the panel; or defer the meeting by a day and take feedback. He [the PM] said, 'The swearing-in is on Tuesday.' I said, 'Today is Friday, let's meet on Saturday.' He said, 'Give your dissent,' and went ahead with the appointment."

PIB



President Patil (centre), Manmohan Singh (extreme right), Thomas (extreme left): total embarrassment

The Prime Minister now runs the risk of reprimand from the Supreme Court in case it upholds the public interest litigants' contentions regarding Thomas' appointment. A major contention is that the lack of consensus with the Opposition representative in the appointments committee should itself serve as the basis for quashing the CVC's selection.

Further mismanagement by the government was evident in the failure to implement existing disciplinary guidelines *(see box)* pertaining to corrupt as well as innocent and maligned officials.

In its affidavit, the government has not only strongly defended the Thomas appointment but almost questioned the judiciary's right to raise concerns over the suitability of an appointee. The affidavit reportedly says: "It is well-settled that the question of a candidate is squarely the domain of the appointment authority." The government's stand is that Thomas was cleared in the palmolein

ci al guidelines, the office of the CVC could have avoided being besmirched

Swaraj met the President after the ceremony to explain the boycott. She had proposed selecting the CVC either from among other short-listed candidates or enlarging the panel of candidates.

scam by the CVC itself in 2007 and the Kerala government's wavering stance in the case should not affect his career.

He is the eighth accused in the charge-sheet framed by Kerala's Vigilance and Anti-Corruption Bureau with the first and prime accused being former Chief Minister K Karunakaran. The latter had managed to delay the judicial process by securing stays from the Supreme Court. After his death on December 23, 2010, the Supreme Court disposed of his appeal against the State government's move to revive prosecution in the palmolein scam. With this, the way is clear for framing of charges against the accused in a trial court in Kerala. In addition to Karunakaran's delaying tactics, the State government also shifted stands due to political factors.

The Supreme Court has resumed hearing the case. Its verdict will certainly help the government avoid controversy in the CVC's appointment in future as well as strengthen its role in fighting corruption within the government and its appendages. The two-member bench that is hearing the case has already voiced doubts over the ability of a person facing criminal charges to oversee anti-corruption cases.

The government's affidavit has quoted Centre-State correspondence that led the Centre to grant a *de facto* integrity certificate to Thomas, who was transferred to the Centre in January 2009 as Secretary, Ministry of Parliamentary Affairs. He later served as Telecom Secretary where he was involved in fire-fighting in the 2G scam.

UNDER the existing rules at the Centre, even when a criminal case is pending investigation or a disciplinary inquiry is contemplated against an official, the person does not get the "integrity certificate" from the Department/Ministry and consequently cannot be considered for promotion.

Thomas, who is yet to file his affidavit, obviously believes that resigning would be tantamount to admission of guilt in the palmolein import case. His contention is that he merely implemented the decision of Kerala's Council of Ministers in his capacity as Food Secretary. "On that basis, to level a charge of criminal conspiracy against me is funny," he told PTI.

If Thomas' contention is correct, the charge against him might get diluted from criminal conspiracy to that of being a pliable official. Politicians, especially in the States, try to ensure that officials from the all-India servic-

The painful price of delay

"Delay in the disposal of disciplinary cases is neither in the interest of the Government nor in that of the Government servant. Undue delay in the disposal of the disciplinary cases also affects the morale of the Government servant." Thus states the preface to the "Guidelines for Expeditious Disposal of Disciplinary Proceedings", issued by the Union Department of Personnel & Training (DoPT) on April 2, 1985. Several such guidelines have been laid down. The "Guidelines for checking delay in grant of sanction for prosecution" were issued by DoPT on November 6, 2006, after Delhi High Court took *suo moto* cognizance of a newspaper report about the problem.

They state: "Delay in the disposal of sanction of prosecution cases is not in the interest of the Government. The Government is keen that innocent officers should not needlessly face harassment through prosecution while at the same time the really culpable and guilty officers should not escape prosecution on account of failure of the competent authority to appreciate properly the fact brought out in the CBI investigation reports."

Had the Central and Kerala governments implemented these two sets of guidelines and several other executive and judicial orders regarding delays in prosecution of central services officials, the office of the Central Vigilance Commissioner could have been saved from tarnish.

es are pliable. Those who are not get pushed to the fringes. They also face suspension or false charges that torment them for the rest of their careers.

This brings to the fore the need for reviving the Public Services Bill, whose first draft was unveiled in 2006. Yet, the Bill has not even reached the stage of Cabinet approval. Among other things, it provides for a Public Services Management Code which would specify the interface between the political executive and the public services based on the principles of neutrality, professional excellence and integrity. It would also hold public servants accountable for their decisions or the decisionmaking process in implementation of the code.

Apart from enacting the proposed law, both the Cente and the States should act on the recommendations of the Committee of Experts on Disciplinary & Vigilance Inquiries that submitted its report to DPT in July 2010 under the chairmanship of PC Hota, former Chairman, Union Public Services Commission. The Hota Committee suggested a new framework for speedy action against corrupt officials as well as protection of innocent officials. Its recommendations include appropriate amendments to the Constitution, Prevention of Corruption Act, Code of Criminal Procedure and setting up of statutory vigilance commissions in all States.

Will the crisis bring about a review of the delicate power balance between the executive and the judiciary?

The Committee's observation that the problem of delay in the course of disciplinary inquiries and in their final decisions is far more serious in the States than in the Central government is relevant to the Thomas case. It recommended amendment to the All-India Services (Discipline and Appeal) Rules, 1969, for intervention and action against such accused officials serving in the States.

The Thomas case might acquire larger dimensions during the Supreme Court hearings. It remains to be seen whether it will pave the way for a new roadmap for governance and bring about a review of the delicate power balance between the executive and the judiciary. g

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Worrisome dip in growth

THE Indian economy has been growing at a brisk pace despite the government – this is perhaps the best way to describe the latter's failure to address reform-related issues due to its preoccupation with those relating to corruption, inflation, political manoeuvring and so on that have not only swallowed the huge financial resources of the nation but also kept the policymakers too busy. No headway has been made on reforms relating to goods and services tax, subsidies, land acquisition, foreign direct investment in retail and insurance, companies Bill, direct taxes code and so on. I do not expect any of this to happen quickly with the worsening fundamentals of the economy, political compulsions and other pressing problems that may take up the time and energy of our policymakers.

The growth may therefore be seen to be faltering. Most analysts have started revising the growth targets for 2011-12 downwards and appear happy with an 8% target just now. On the other hand, they have revised the target for the inflation index upwards which is way off the policymakers' expectations. The RBI's latest policy statement shows that it is more worried about inflation than growth. Also, top officials have admitted that they do not have adequate tools to control inflation which essentially remains a supply side issue, mainly affected by factors such as weak monsoons leading to lower farm output, rising global commodity prices led by crude, rising incomes in towns and villages, inadequate infrastructure support leading to logistics problems and so on.

The rising inflation is threatening the domestic demand-led growth theory that has so far attracted most of the FIIs. The slowing growth may further impact the fiscal situation during 2011 due to lower tax revenues, increasing food, oil and fertilizers subsidy and the missing 3G windfall. All this will adversely impact the corporate earnings growth which till date has remained robust as shown by the Q3 results. But it has started feeling the pinch with profit margins of companies shrinking due to rising input costs, including of raw materials, interest rates, wage bills, and so on. If the latest Q3 results of some prominent companies such as HUL, Asian Paints and the like are any indicator, operating margins may be under stress for companies across various sectors. Though the 25 basis points hike in repo and reverse repo rates by the RBI is seen by the markets as a timid response to fight inflation that gave the policy a thumbs-down, rising interest rates have already played havoc with the realty, auto and banking stocks. The only silver lining may emerge from rising exports and the hope that the IT sector will do well due to the revival in the developed world.

SEBI has prohibited the officebearers of Investor Associations (IA) empanelled with it from recommending stocks. Being the president of a leading Delhi-based IA, I will have to limit myself to writing about the economy and the markets. g

The only silver lining may emerge from rising exports and the hope that the IT sector will do well due to the revival in the developed world.

Stock Shop

BY RAKESH BHARDWAJ

Nucleus Software

(CMP Rs 110)

THE company is a global software firm engaged in providing products and software solutions to the banking and financial services industry and recently won the Gold Shield for Excellence in Financial Reporting 2010 awarded by the Institute of Chartered Accountants of India (ICAI) for the third consecutive year. The South Asian Federation of Accountants (SAFA) also awarded Nucleus' Annual Report the joint first runner-up position for the Best Presented Accounts Award for 2009 under the Communication and Information Technology Sector Category.

Though the consolidated results for the nine-month period ending December 31 has not been very satisfactory, the future looks promising for the company. It has made investments in newer markets and channel partners that have delivered substantial wins with over 40 orders this financial year. For the quarter ending December 31, 2010, the company has won 10 new orders, added eight customers, won orders for 34 new products and has successfully implemented 35 product modules worldwide.

With a book value of more than Rs 72 and likely EPS exceeding Rs 10, the stock is available at a PE of around 10-11 as against the industry PE of 28. The company is debt-free and has excellent management. The promising outlook for the IT sector in view of the revival of the advanced economies and the stock being available at a 52-week low makes it a compelling buy. g

The author has no exposure in the stock recommended in this column. gfiles *does not accept responsibility for investment decisions by readers of this column. Investment-related queries may be sent to gfilesindia@gmail.com with Bhardwaj's name in the subject line.*

birthdays

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IPS officers' birthdays | Feb 16, '11-March 15, '11

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For the complete list, see www.gfilesindia.com

For a complete list of appointments & retirements, see ***www.gfilesindia.com***

R GOPALAN
The 1976-batch IAS officer of the Tamil Nadu cadre has become Secretary in the Department of Economic Affairs in the Government of India.

UK SINHA
The 1976-batch IAS officer of the Bihar cadre has become Chairman of the Securites and Exchange Board of India (SEBI).

SNEHLATA SRIVASTAVA
The 1982-batch IAS officer of the Madhya Pradesh cadre has become Joint Secretary in the Department of Justice in the Government of India.

KIRAN DHINGRA
The 1975-batch IAS officer of the Union Territory cadre has been elected President of the All-India IAS Association.

ASHOK PRASAD
The 1979-batch IPS officer of the Andhra Pradesh cadre has been promoted to Additional Director in the Intelligence Bureau.

MUKESH JAIN
The 1989-batch IPS officer of the Madhya Pradesh cadre is now private secretary to Minister of State for Commerce and Industry Jyotiraditya Scindia.

MANOJ MALVIYA
The 1986-batch IPS officer of the West Bengal cadre has been appointed IG, Forests, Kolkata.

RAVINDRA PATTAR
The 1993-batch IR&AS officer has become Directo, Health in the Government of India.

MRUTYUNJAY BEHERA
The 200-batch IES officer has been appointed Deputy Secretary in the Department of Industrial Policy and Promotion.

NIHARIKA BARIK
The 1997-batch IAS officer of the Chhattisgarh cadre is now Deputy Secretary, Revenue in the Ministry of Finance, Government of India.

ANIL KUMAR
The 1976-batch IAS officer has been promoted to ACS in Bihar.

SHEELA THOMAS
The 1985-batch IAS officer of the Kerala cadre has become chairperson of the Rubber Board.

SREYA GUHA
The 1994-batch IAS officer of the Rajasthan cadre is now Director, Financial Services, Ministry of Finance.

RR VERMA
The 1987-batch IPS officer of the Bihar cadre has been appointed Director, North East Police Academy (NEPA).

BARUN KUMAR SAHU
The 1992-batch IAS officer of the Manipur-Tripura cadre is now Chief Vigilance Officer in the Garden Reach Shipbuilders & Engineers, Kolkata.

DS KALHA
The 1977-batch IAS officer has been appointed Financial Commissioner, Revenue in Punjab.

ALOK KUMAR VERMA
The 1979-batch IPS officer of the AGMUT cadre, who was Director General of Police, Puducherry, has been transferred to Delhi.

MP SINGH
The 1986-batch IAS officer has been promoted to Principal Secretary in Punjab.

MANJU PANDEY
The 1990-batch IPoS officer has been selected as CVO, IRCTC.

ANIL MADHAV LAL
The 1977-batch IAS officer of the Jammu & Kashmir cadre has been appointed Chief Secretary of Jammu and Kashmir.

HARI RAMULU
The 1987-batch IAS officer of the West Bengal cadre has been made Editor of the State Gazetteer.

JK SHARMA
The 1982-batch IPS officer of the AGMUT cadre has become Director General of Police, Puducherry.

SHASHI PRAKASH
The 1976-batch IAS officer has been appointed Chief Information Commissioner in Tripura.

VINAY KUMAR
The 1990-batch IPSofficer of Uttarakhand has been promoted to Joint Director, IB.

MONICA BHATIA
The 1990-batch IRS (IT) officer has become Director, DoPT.

ARADHNA JOHRI
The 1980-batch IAS officer of the Uttar Pradesh cadre has been elevated to Additional Secretary in NACO.

SHUBRA SINGH
The 1989-batch IAS officer has been promoted to the rank of Joint Secretary.

Moving On: ias officers retiring in February 2011

ASSAM-MEGHALAYA
Bir Bhadra Hagjer (1988)
Jones Ingti Kathai (1990)

BIHAR
Masud Hasan (1995)
Arvind Kumar Singh (1995)

GUJARAT
MI Patadia (1994)
G Motibhai Damor (1999)

HARYANA
RP Bhardwaj (1992)
OP Langayan (1994)

JHARKHAND
Gauri Shankar Prasad (1995)

JAMMU & KASHMIR
Samuel Verghese (1976)

MAHARASHTRA
SG Kinkar (1991)
DS Patil (1998)

MANIPUR-TRIPURA
Mohd Abdus Sattar (1984)
Aleng AS Shimray (1997)

NAGALAND
T Limsong (1999)

ORISSA
Biswajit Mishra (1995)

RAJASTHAN
KS Money (1976)

UTTAR PRADESH
Sunanda Prasad (1974)

UNION TERRITORY
Hauzel Haukhum (1974)

NEERAJ SINHA
The 1990-batch IPS officer of the Bihar cadre has been promoted as Joint Director, IB.

ASHOK KUMAR SHARMA
The Joint Secretary at MEA headquarters has been appointed Ambassador of India to Kazakhstan.

ARUN PRAKASH
The former Navy chief has been nominated to National Security Advisory Board.

ASHOK KUMAR
The 1989-batch IPS officer of the Uttarakhand cadre is now IG, Malda Frontier, West Bengal in the BSF.

AM KULKARNI
The 1990-batch IPS officer of the Maharashtra cadre has been promoted to Joint Director, IB.

RAKESH JARUHAR
The 1976-batch IPS officer of the Jharkhand cadre has been transferred as Special DG, West Bengal.

KN TRIPATHI
The 1990-batch CISF officer has become DIG, Indira Gandhi International Airport, Delhi.

L SAIKIA
The 1994-batch IRTS officer has joined as Director, Child and Women Welfare in the Government of India.

PA SAWANT
The 1988-batch ICAS officer is now CVO of the Goa shipyard.

JASMINDER SINGH
The 1986-batch IPS officer has been promoted to the rank of ADG in Punjab.

GS PATNAIK
The 1980-batch IAS officer of the AGMUT cadre has assumed charge as DDA Vice-Chairman.

NARESH CHANDRA
The former Cabinet Secretary has been appointed Chairman of the National Security Advisory Board.

SHYAM SARAN
The former Foreign Secretary has been nominated a member of the National Security Advisory Board for two years.

SWADHEEN KSHTRIYA
The 1980-batch IAS officer, Commissioner of the Bombay Municipal Corporation, has been moved as PS, Revenue in the government of Maharashtra.

AJAY KUMAR
The 1989-batch IAS officer of the Jharkhand cadre is now Director in the Ministry of Home Affairs.

VV CHAUDHARY
The 1988-batch IPS officer of the Union Territory cadre has been nominated for the UN SAT for the year 2010-11.

MF FAROOQUI
The 1978-batch IAS officer of the Tamil Nadu cadre, Additional Secretary in the Central government's Ministry of Environment & Forests, will now head the National Biodiversity Authority.

Nominated as Member, National Security Advisory Board:
Alka Acharya, R Mukherjee, Pramit Pal Choudhary, Sunita Narayan, Sanjay Kumar, PC Haldar, Lt Gen VR Raghavan, Arun Prakash, Ashok Bhan

Farewell, Sharad

Photographer Sharad Saxena, who died of a heart attack on January 20, aged 61, was a valued member of the *gfiles* team. Recalled by some of Delhi's top journalists as providing the best pictures of momentous incidents in the capital and elsewhere, including riots in 1982, the transistor blasts and the 1986 Kumbh Mela stampede, the most eloquent memories came from *gfiles* Editor-in-Chief Inderjit Badhwar: "Personally, my best assignment with him was the 1996 election in Kashmir. He had a brilliant ability to sense the political story and he could direct a reporter to do the interview that would make the story. He was not an arty photographer but he was the most trusted news photographer in my team when I was *India Today* Executive Editor and that team had Raghu Rai, Bhawan Singh, Prashant Panjiar, Pramod Pushkarna. He was unique in that, if he had taken an unsuitable photograph, he could go back into the situation and re-shoot and produce the right shot."

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Safety handed over to accident-prone pilot

INTRIGUING are the ways of the Directorate General of Civil Aviation (DGCA), when it comes to picking the overseers of safety aspects. Take the case of Capt A Ranganathan, who has been made a member of the Civil Aviation Safety Advisory Council

(CASAC). The pilot has had to leave several airlines, including Indian Airlines and Spicejet, because of safety-related incidents. The RTI has been resorted to for information about a 2006 air accident when he was with Spicejet. He reportedly shut down a perfectly good engine, suspecting a fuel leak, and made an emergency landing. Spicejet, in its report on December 1, 2006, maintained that there was fuel imbalance in the number 2 tank of flight SG 107 with registration number VT-SPD. The pilot report stated, "Central fuel tank was used for departure. No 2 engine shut down and single engine landing carried out."

Before this, in the 1980s when Capt Ranganathan was with IA, he had been at the controls of an Avro 748 and approaching Coimbatore for landing. He is reported to have hit a boulder and went round and landed when the visibility was below normal and the runway surface was wet.

Ex-DGP Gafoor signs off unheralded

WHEN former Director General of Police Hassan Gafoor (1974 batch) retired as head of the Maharashtra Anti-Corruption Bureau on December 31, no one in the state IPS cadre bade him adieu or gave him a ceremonial send-off. The handy excuse was that all the top police brass was involved in security operations for New

Year's Eve. In reality, ever since the state government held him accountable for the lapses connected with the 26/11 Mumbai terror attacks, everybody seems to be maintaining an arm's length from Gafoor. There was no farewell dinner at the Officers' Mess at Worli or a ceremonial parade the next day at the Police Parade Grounds at Naigaon by the Local Arms Constabulary.

In 2000, then DGP Arvind Inamdar too had to forgo a ceremonial send-off after he stepped down from office following differences with the Congress-NCP government.

Circumspect Bhave gets the sack from SEBI

SADLY, SEBI chief Chandrasekhar Bhaskar Bhave has had to go as the government did not think it fit to extend his term. His successor is UK Sinha, a former IAS officer of the 1976 batch and the Bihar cadre. Bhave had taken tough decisions in the past six months. SEBI imposed a fine of Rs 50 crore on Anil Ambani-owned R-infra and RNRL and banned them from investing in the secondary market of listed securities until December 2012. An order was also passed to restrain Anil Ambani and four other executives of his companies from investing in the secondary market (including stock markets) until December 2011. It was the first time such a fine was imposed on Anil Ambani.

Bhave also dared to seek the veracity of Sahara India Real Estate Corporation and Sahara Housing Investment Corporation's

Rs 20,000-crore Optionally Fully Convertible Debentures (OFCDs).

One lobby in North Block was fairly sure that, in an era of extensions, Bhave's term would be extended. Another lobby was furious at his actions. Ultimately, the writ of Pranab*da* prevailed. But Sinha has to pass a tough test as SEBI is surrounded by sharks.

A foot in two posts

SOMETIMES, a Joint Secretary-and-above officer seeks a transfer from one lucrative post to another though his term is yet to end and he has no intention of quitting it and joining the next one early. This situa-

ILLUSTRATIONS: ARUNA

tion, when it occurs, puts important Ministries in a fix. Crucial posts lie vacant for months as the incumbent is completing his tenure in the previous post. Some Ministries forwarded such cases to the Appointments Committee of the Cabinet (ACC). It gave the go-ahead to release the officers, but they refused to budge an inch.

If the Secretaries are aware of these officers' intentions, why do they send the transfer proposals to the ACC? g

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Shimla	–	Radisson Jass	₹ 7,750/-* MAP	Nainital	–	Chevrons fairheavens	₹ 4,277/-* MAP
Shimla	–	Leela Regency	₹ 4,250/- MAP	Nainital	–	Vikram Vintage	₹ 5,999/- MAP
Corbett	–	Corbett Gateway	₹ 4,999/- AP	Kufri	–	Kufri Holiday Resort	₹ 4,249/- MAP
Corbett	–	The Den	₹ 4,999/- AP	Kanatal	–	The Terraces	₹ 7,500/-* MAP
				Sariska	–	Sariska Palace	₹ 6,999/- CP

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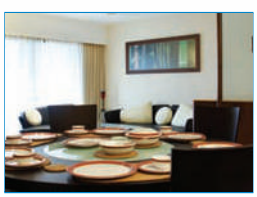
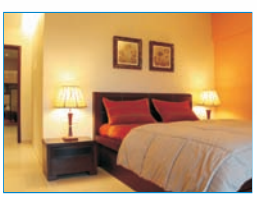

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